**CURRICULUM MANAGEMENT ISSUE PAPER NUMBER 17**
**CANCELLATION OF UNIT LEADER (S-320) SKILLS COURSE**

BACKGROUND

See attached memorandum (Unit Leader S-320)

CURRENT STATUS

The subject matter experts and project leaders charged with the development of the Unit Leader course do not agree with the concept of the course as presented in the design document. These groups felt that the course as designed would not meet the needs of the trainees for the following reason:

1. The materials and time needed by the trainees is not adequate to cover the duties and responsibilities for each of the unit leader positions.

2. The course, as designed, is too logistically complicated to be presented at the level intended for presentation.

3. A majority of the common responsibilities suggested for inclusion in the course and to be covered in the first two days of the course, are currently covered in other prerequisites training.

4. A question came up concerning the design of Unit Leader S-320. Was it to mirror Command and General Staff S-420? If this is the case, it would not work because the individuals attending S-420 are functionally qualified and are attending that course as a team building exercise. Trainees attending S-320 are as yet not qualified and are attending to learn the duties and responsibility of the individual position.

RECOMMENDATIONS

Finance/Administration

For Finance/Administration Unit Leaders we see no advantage of spending time together with all unit leaders All Finance/Administration Unit Leaders (time, procurement, cost, and compensation/claims) should receive the same training. In other words they should be cross trained in all the Finance/Administration Unit Leader positions. This is suggested because the overall accomplishment of the Finance/Administration function on an incident requires overlapping knowledge and skills among the unit leaders. To qualify in subsequent Finance/Administration Unit Leader positions would require completion of that task book.

Another original concept of S-320 was to end the course with some kind of simulation exercise involving all unit leaders. In theory this sounds good, but probably isn't very practical for the field or agencies/units conducting the training. Exercises, quizzes, and a final test will be sufficient for Finance/Administration unit leaders keeping in mind the final evaluation for becoming qualified is completion of the task book.

Planning

Both sets of Planning Section subject matter experts have concluded that a common S-320 unit leader course, augmented by job aids for each unit leader position, is inadequate to the needs of the section. After the last workshop the groups recommend the following course design:

Situation Unit Leader S-346, will be the most lengthy and time consuming of the planning section training. Situation calls for special skills, especially in maps and displays, which are not addresses in prerequisite and these will have to be provided in the training. A job aid cannot adequately cover these hands-on skills.

In both the Demobilization Unit leader S-347 and Resources Unit Leader S-348 courses the SMEs felt that these positions are complex enough that a job aid alone is not sufficient training. Also since Resources and Demobilization frequently work closely together and sometimes reside in the same individual (depending of the size of the incident) there could be some cross training for these positions.

Documentation Unit Leader S-342 would be sufficiently supported by a job aid.

Logistics

Logistics is distinctive in that there are six completely different jobs involved. None of the units have any commonality.

Two of the units, Food and Facilities, deal with the National Catering/Shower Contract. The subject matter experts felt at a minimum that an 8 hour session on the contract administration was needed and that a job aid or general unit training would be unsatisfactory in preparing an individual for these positions. The individuals filling these positions are managing millions of dollars of the governments money. A job aid would not be able to adequately cover the tasks that are involved with these jobs.

Communications Unit leader training applies to the management of one of the most important support systems on the incident. With out proper communications, the management team for that incident, safely, can not send resources to line. The suggested prerequisites for the position addresses nothing on planning or designing of a incident communication system.

Supply, Ground Support and Medical Unit SME's also recommend that a job aid and 8 hours of general classroom training would not provide adequate time to completely cover the duties and responsibilities of their respective unit leader positions.

The development unit and assigned subject matter experts would like to design courses that are simple but effective, user friendly in their presentation and still meet the needs and objectives of each position. The current design of the Unit Leader S-320 would not meet that criteria. The project teams believes that the proposed design for Planning, Finance/Administration and Logistics will meet the needs of both the field and the prospective trainees. In all positions the final evaluation is the task book. The project teams felt that the suggested proposals would better prepare each individual trainee for their position, than would S-320.

ACTIONS REQUIRED:

Upon approval of the recommendation:
Delete Unit Leader, S-320 and the Job Aids listed in the 310-1 except for J-342 Documentation Unit Leader.

Replace the job aids with the following skills courses and add the skills courses to the 310-1; Resources Unit Leader, S-348, Situations Unit Leader, S-346, Demobilization Unit Leader, S-347, Facilities Unit Leader, S-354, Ground Support Unit Leader, S-355, Supply Unit Leader, S-356, Food Unit Leader, S-357, Communications Unit Leader, S-358, Medical Unit Leader, S-359 and Finance/Administration Unit Leader, S-360 (all finance/admin. units would be cross trained).

APPROVED: 5/20/98

Chairman, Training Working Team Date