

# Leadership Development Program

Prepared for the  
New York City Fire Department  
January 2024



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Consortium**

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# Agenda

- Introductions
- About Us
- Our Approach
- Designing the Leadership Development Program
- Our Expertise
- Timeline
- Q&A



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# Introductions



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# About Us

- Collaborative venture between consultancies
- Interdisciplinary expertise
- Commitment to partnerships
- Data-driven and proactive strategies



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# Our Approach



- 1 DISCOVERY**
- 2 CURRICULUM DEVELOPMENT**
- 3 PILOT / BETA TESTING**
- 4 CURRICULUM LAUNCH**



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# DISCOVERY

- Needs Assessment
- Summit & Surveys
- Research & Analysis



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# NEEDS ASSESSMENT



- Initial meetings with FDNY Leadership to gain insight into department intricacies
- Conduct a meticulous review of FDNY's existing policies, rules, and regulations
- Analysis of current recommendations of the Curriculum Development subcommittee
- Ensure alignment of courseware with FDNY's ethos and legal framework regarding employment, diversity, and inclusion

# SUMMIT & SURVEYS



- Initial stakeholder meetings
- Leadership Initiative Summit
- Surveys of uniformed and non-uniformed staff across the department



# RESEARCH & ANALYSIS

- Extensive research approach to determine alignment with best practices in diversity and inclusion training
- Collaborate with Project Advisory Committee, Law Department, and FDNY stakeholders
- Analyze and interpret federal, state, and local laws in relation to FDNY's internal rules and protocols
- Ensure curriculum is grounded in FDNY's mission and values
- Reflect collective insights and expertise from diverse advisory bodies and stakeholders



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# CURRICULUM DEVELOPMENT

- **Pedagogy Development**
- **Creation of Trainer's Guide**
- **Stakeholder Review**



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# Interactive Training



**ROLE PLAYS**



**ASSESSMENTS**



**GROUP  
DISCUSSIONS**



**CASE STUDIES**



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# PEDAGOGY



- Construct multifaceted learning modules
- Address diverse aspects
- Foster positive attitudes, enhanced mutual understanding, and a more inclusive and equitable environment rooted in psychological safety
- Design modules to effectively blend FDNY's existing policies with practical real-world scenarios, offering actionable insights and guidance to participants
- Include case studies and collaborative activities
- Institute rigorous evaluations





# SPECIFIC TOPICS



- Authentic leadership development: cultural awareness training
- Conflict management strategies
- Enhanced communication skills
- Collaborative curriculum design

# INFUSING EQUITY



- Data
- Stakeholder engagement
- Reducing administrative burdens
- Focusing on those underserved and underrepresented populations

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## PILOT / BETA TESTING

- Pilot Groups
- Feedback
- Revisions



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# PILOT GROUPS



- Identify a carefully selected group of beta testers to participate in pilot training
- Testers represent a diverse cross-section of the FDNY community
- Selection includes individuals from various backgrounds, both civilian and uniformed personnel
- Ensure balanced representation from all ranks and operational commands
- Aim to garner diverse perspectives and insights
- Ensure that the curriculum resonates effectively with all facets of FDNY





# FEEDBACK & REVISIONS



- Collect systematic feedback to evaluate curriculum relevance, applicability, and effectiveness
- Identify areas for improvement based on feedback received
- Conduct focus group discussions with diverse representation to gather qualitative feedback on the curriculum
- Continuously refine and optimize the curriculum based on comprehensive feedback

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## CURRICULUM LAUNCH

- Train the Trainers
- Implementation
- Monitoring & Support



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# TRAIN THE TRAINERS

- Collaborate with the Facilitator Selection Committee to ensure the right individuals are chosen
- Provide ongoing support and comprehensive training for facilitators during their transition
- Leverage years of experience in managing diversity and fostering inclusivity
- Offer comprehensive preparation and diverse learning strategies for engaging with skeptical participants
- Build proficiency and confidence in delivering effective training to groups of 30-40 individuals
- Provide ample resources and support to empower facilitators
- Address skepticism and reinforcing the importance of diversity and inclusion training



# IMPLEMENTATION



- Phased rollout of curriculum across FDNY accompanied by well-orchestrated marketing strategy
- Close monitoring of rollout to address emerging issues promptly and effectively
- Continued support for FDNY trainers with regular follow-up training sessions and interactive revisions





# Previous Leadership Development

Comprehensive Leadership Curriculums

Women in the Fire Service

NYC DEI and Community Engagement

Reimagining Public Safety





# Knowledge of Public Safety Culture

- Leverage the invaluable understanding of former government officials to create tailored solutions that resonate with the realities of public safety culture
- Utilize the firsthand experience of former Fire Service Chiefs and firefighters to develop pragmatic strategies that align with the day-to-day experiences of individuals in the fire service.
- Conduct regular listening sessions with operations to understand the evolving needs and challenges of the community, allowing for adaptive initiatives that are grounded in reality and resonate with public safety operations

# Commitment to Engaging with Diverse Audiences

- Actively seek out and engage with a broad spectrum of perspectives, including uniformed and civilian personnel
- Prioritize open dialogue
- Partner with organizations and business resource groups
- Implement outreach

# Advisory Committee



**Tracie L. Keese, Ph.D.**



**Kimberlyn Leary, Ph.D.**



**Danyell T. Cadell, Esq.**



**Portia Allen-Kyle, Esq.**



**Chief Tiffany Green**



**Brian Schwartz**



**Maggie Wolk**



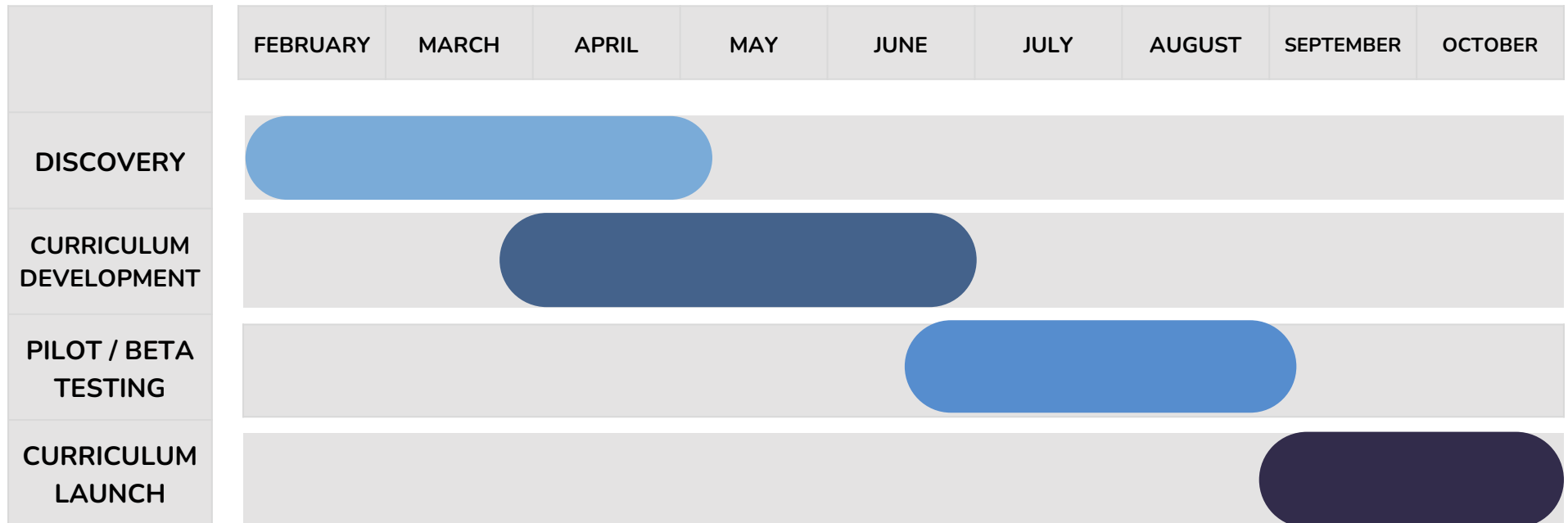
**Chief Gina Y. Sweat**



# Integration of Recommendations from FDNY Curriculum Development Subcommittee

- Unique experiences and perspectives
- Beta testers
- Robust feedback mechanism
- Phased rollout

# Timeline





# QUESTIONS?

