

Building the Ladder

Officer Development Programs

Officer development as a system — not a list of classes.

INSIDE THIS SET

01 The Building the Ladder Model

Four-step overview

02 Needs Assessment

Six diagnostic inputs

03 The KSA Framework

Knowledge · Skills · Abilities

04 The 70-20-10 Model

Experience · Social · Formal

05 The Annual Review Process

Look Back · Look At · Look Ahead

06 30/60/90 Day Action Plan

Assess · Design · Pilot

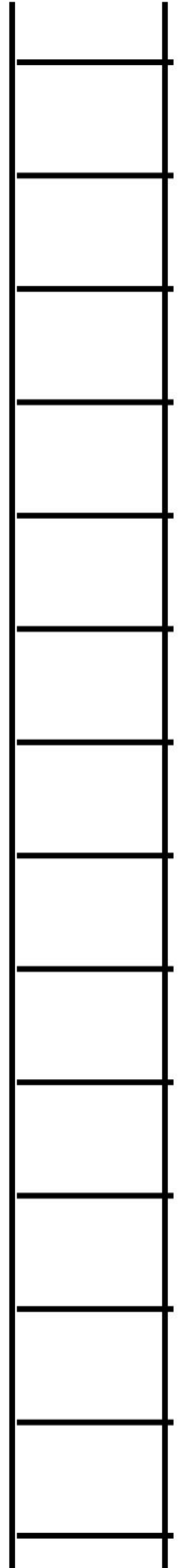
07 Capstone Summary

The whole system, one page

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The Building the Ladder Model

STEP

1

Needs Assessment

Identify KSA gaps before you design anything

EXERCISE #1 - EXERCISE #3

STEP

2

Initial Training & Qualification

Standards, task books, structured candidacy

EXERCISE #4

STEP

3

Continuing Education

CE frameworks, training calendars, delivery

EXERCISE #5 - EXERCISE #6

STEP

4

Review & Revision

Program review, Checklist, Triggers for change

EXERCISE #7 - EXERCISE #8 - FINAL

What to Include in Your Needs Assessment

Six inputs that ground your officer development program in reality.

01

Survey Officers & Firefighters

Ask the people doing the work what gaps they see day-to-day.

02

Review Incident Reports & Near-Misses

Let real operational events tell you where decisions broke down.

03

Benchmark Against the Standards

Map current capability against NFPA and other governing standards.

04

Officer Selection / Promotion

Tie the program to how officers actually get selected and promoted.

05

Job Descriptions

Anchor every KSA in the written role expectations.

06

Community & Department Needs

What does this community require of its fire service today?

The KSA Framework

K

KNOWLEDGE

Needs to understand

- Fire behavior & building construction
- Risk assessment
- Department SOGs / SOPs
- Incident Command System (ICS)
- Fire prevention, inspection principles

S

SKILLS

Must be able to do

- Crew supervision & accountability
- Apply ICS at the company level
- Coaching, counseling, mentoring
- Communicate effectively
- Complete reports and documentation

A

ABILITIES

How they should approach the job

- Strategic scene size-up under time pressure
- Manage conflict effectively
- Prioritize tasks and time management
- Lead by example
- Foster a strong company-level culture

The 70-20-10 Model

Developed by McCall, Lombardo & Morrison (Center for Creative Leadership, 1988)

70%
EXPERIENCE

- Acting Officer
- On-the-job challenges
- Stretch assignments
- Real operational decisions
- Special projects

20%
SOCIAL

- Mentoring relationships
- Coaching
- Peer learning
- After-Action Reviews
- Observation of other leaders
- FDIC

10%
FORMAL

- Courses, classroom
- Certifications
- Promotional exams
- Structured programs
- NFA
- EFO
- College degrees

THE ANNUAL REVIEW PROCESS

Three Phases. One Integrated Cycle.

01 LOOK BACK

Data Gathering

- Audit CE records
- Collect officer self-assessments
- Analyze incident command records
- Compile after-action reports
- Survey company officers (anonymous)

October - November

02 LOOK AT

Analysis & Dialogue

- Map results against targets
- Identify pattern gaps across rank levels
- Facilitate officer focus group session
- Compare 70/20/10 ratio vs. targets
- Identify which activities had highest impact
- Highlight what was skipped and why

November - December

03 LOOK AHEAD

Planning

- Draft next year's CE calendar
- Assign stretch goals by officer/rank
- Establish revised CE credit hours
- Present plan to Fire Chief for approval
- Distribute calendar to all officers

December - January

Your 30/60/90 Day Action Plan

Turn today's learning into a concrete plan. You have the template — now fill it in before you leave the building.

30 DAYS

Assess & Launch

1

Brief your chief

2

Form design team

3

Run KSA survey

4

Identify your champion

60 DAYS

Design & Draft

1

Select standards

2

Draft task book outline

3

Map training calendar

4

Write candidacy policy draft

90 DAYS

Pilot & Present

1

First pilot cohort

2

First check-in meeting

3

Union/Chief presentation

4

Share findings with leadership

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THE FRAMEWORK



DIAGNOSE WITH KSA · DEVELOP WITH 70-20-10

KSA Diagnostic

- K Knowledge**
Needs to understand
- S Skills**
Must be able to do
- A Abilities**
How they approach the job

The 70-20-10 Mix

- 70% EXPERIENCE**
On-the-job, acting officer
- 20% SOCIAL**
Mentoring, coaching, AARs
- 10% FORMAL**
Courses, certs, NFA

RUN THE ANNUAL CYCLE

01 LOOK BACK	02 LOOK AT	03 LOOK AHEAD
Audit records Survey & AAR	Map gaps Compare 70/20/10	Draft CE calendar Stretch goals & sign-off
Oct - Nov	Nov - Dec	Dec - Jan

FIRST 90 DAYS

30 DAYS <i>Assess & Launch</i>	60 DAYS <i>Design & Draft</i>	90 DAYS <i>Pilot & Present</i>
Brief chief · Form team · Run KSA survey · Pick champion	Standards · Task book · Calendar · Candidacy policy	First cohort · Check-in · Union/Chief · Share findings

A program, not a checklist.

*Diagnose with KSA. Develop with 70-20-10.
Run the annual cycle. Start in the next 90 days.*

BUILD THE LADDER. CLIMB IT TOGETHER.