

**LEADERSHIP COMMITTEE MEETING**  
**Austin, Texas**  
**November 13 – 16, 2007**

Agency Representatives Present: Doug Alexander, NPS; Jim Cook, USFS; Brian Fennessey, San Diego City FD (for Mark Linane); Ted Mason, BLM; Mark Stanford, Texas Forest Service; Carl Schwope, FWS (for Chris Wilcox);

Agency Representatives Absent: Duane Tewa, BIA.

Liaisons/Advisors: Jim Glenn, TWT Liaison (BLM); Tim Blake, NWCG Training (BLM); Jennifer Smith, WebMaster (BLM); Pam McDonald, Logistics Coordinator (BLM); John Wood, Gleason Award (USFS, Wednesday and Thursday); Bill Miller, L-180/280 Revision Project (USFS); Dan Kleinman, L-480/580 Steering Group Liaison (USFS).

L-480/580 Steering Group: Cyndie Hogg (NAFRI, Wednesday and Friday); Bill Molumby (FWS, Wednesday); Craig Cook (BIA, Wednesday and Friday); Paul Henneman (Texas Forest Service, Wednesday and Friday); Kurt LaRue (BLM, Wednesday and Friday).

Guests: John Grosman, NE States (Wednesday and Thursday); Rich Gray, (Texas Forest Service, Thursday).

**WEDNESDAY, NOVEMBER 14**

**Open Action Log – Pam McDonald**

Pam McDonald reviewed the Open Action Item Log to solicit the status of items generated from the previous meeting. For future meetings, members were asked to provide a brief synopsis as well as the status of each action item.

**Action Items completed: #291, 293, 301, 306, 314, 318, 319, 320, 321, 322, 323, 325, 327, 328, 329, 331**

**Action Items dropped: #269, 309, 326**

**Action Items remaining open: #303, 324**

## **L-380 Evaluation Report - Ted Mason**

Handouts:

- *An Evaluation of the L-380 Fireline Leadership Training*
- Questions and Answers for the L-380 evaluation

Ted Mason presented *An Evaluation of the L-380 Fireline Leadership Training* developed by Mike DeGrosky, Guidance Group, Inc., and provided a brief history of the L-380 evaluation project. The project is complete and contract closed.

“The results of the evaluation indicate that the L-380 training is producing significant improvement between the pre-training period and the post-training period on all elements measured, indicating that both participants and their supervisors have witnessed improvement in the behaviors and performance of the course participants six months to one-year beyond the training.” (Executive Summary of *An Evaluation of the L-380 Fireline Leadership Training*)

There is no central database for all L-course participants and their supervisors. DeGrosky recommends that a centralized database be created if future evaluations will be conducted.

DeGrosky believes that the LC needs to facilitate focus groups (Action Item #291) to complete the survey as part of the total evaluation method. DeGrosky prepared a detailed focus group user guide that can be used to facilitate focus groups of 10 persons each. The LC discussed the benefits of conducting focus groups.

**ACTION: Conduct at least one L-380 test focus group prior to the Fall 2008 LC meeting. (Ted Mason, Tim Blake, and Bill Miller)**

## **L-180/280 Revision Project - Bill Miller, Jim Cook, and Tim Blake**

Handouts:

- L-180/280 Revision Guiding Principles
- Project flowchart

Bill Miller briefed the group on the status of the L-180/280 revision project. MCS has been contracted to complete the revision of the product with the assistance of SMEs from the wildland fire service. SME/MCS meetings were held in Denver and Austin to facilitate the revision process.

There will be minimal revisions (10 – 15%) needed to update the course. Due to the minimal amount of revisions needed, the project is being reviewed as an update and will not require that test courses be conducted as part of the revision process.

Tasks have been distributed to various SME teams and specific details presented to MCS. A written draft from MCS is expected for review by January. SMEs will be conducting monthly conference calls to report on the status of each SME team. Should a face-to-face meeting be necessary, SMEs will meet in Boise in January to review the draft. Bill Miller presented a flowchart/timeline for the revision. The target date for final draft completion is July 2008 with delivery to PMS by November 1, 2008, and field availability for the 2009 training season.

### **Gleason Lead by Example Award – John Wood**

John Wood briefed the group on the status of Gleason award and present nominations. To date there are only three nominations for the 2007 award. The LC discussed ways to promote the award including presentation of the award at larger venues.

**ACTION: Develop a standard set of procedures for marketing the Lead by Example award including a quarterly e-mail reminder network. (John Wood and Jennifer Smith)**

**ACTION: Order four Lead by Example award displays and distribute to high traffic training centers such as GBTC, NRTC, PNWTC, and McClellan. (Jennifer Smith)**

**ACTION: Revise the LBE operating plan to include notification of the award to agency fire directors by LC agency representatives and post on the website. (John Wood and Jennifer Smith)**

**ACTION: Make contact with the *Wildfire Magazine* publishers to pursue possible public service announcement options for promoting the Gleason Lead by Example Award. (Brian Fennessey)**

## **L-480/580 Steering Group – Cyndie Hogg and Bill Molumby**

### Handouts:

- L-480 IMT Leadership/L-580 Leadership Seminar Steering Committee Booklet
- Leadership Committee Letter to the Steering Committee (Maintaining L-480 into the Future)
- L-480/580 Steering Group Response Letter
- Evaluation Process L-480 Lead Instructor
- L-480 New Provider Pre-course Evaluation Criteria
- Guiding Principles for L-580 Advanced Leadership Seminar

### L-480

Bill Molumby, L-480/580 Chairperson, briefed the group on the status of L-480 including the letter sent to the Steering Group.

The Coach and SME Handbook was revised to reflect wording in the document titled “Coaching Guidelines.” The LC delegated final approval of the handbook to Dan Kleinman.

All course support information L-480 is currently available on the NAFRI website. NAFRI will migrate all the original source L-480 support documents from their website to the fireleadership.gov website when the evaluation form is completed.

The L-480 course delivery package will be housed at NAFRI. GATRs wanting an L-480 package for review should contact Cyndie Hogg. The Steering Group will continue to assist GATRs with their first implementation of L-480 by providing Lead Coaches.

Ted Mason posed the question about providing L-480 via satellite broadcasting of the lead instructor and well-qualified lead coaches in specific locations.

A process has been started to evaluate potential new providers/instructors. The Steering Group will provide the letter of approval for new providers. The Steering Group is looking for a LC member to serve on an L-480 Evaluation Team for the course being provided in Redmond, OR, March 10-14, 2008.

**ACTION: Confirm new slots at the January L-480 course for John Wood, Doug Alexander, Jennifer Smith. (Ted Mason)**

## L-580

Jim Cook reviewed the L-580 guiding principles with the group. The group confirmed that the guiding principles are sound should the LC pursued developing an L-580 product.

The Steering Group has had difficulty coming to a consensus on what L-580 looks like, time and money involved, and how often it would be delivered. The group brainstormed ideas of mentor projects, human factors with SEAR focus, human factors with an academic focus, executive symposium, and menu of experiences.

### **GATR L-381 Prerequisites Proposal – Jim Cook**

Handout:

- Proposal to Modify the L-381 Incident Leadership Course Prerequisite

Jim Cook presented the GATRs L-381 prerequisite proposal. Due to the fact that many individuals were already past L-280 when it became required, individuals in mid-management positions were required to go back and attend L-280 prior to attending L-381.

The GATRs recommend: 1) Identify L-380 as the prerequisite to follow the course sequence with the suggestion of prior completion of L-280 **or** 2) Identify only prerequisite qualified mid-management experience to attend the course.

***LC Recommendation: The prerequisite requirements for L-381 should be: Qualified as STL or TFLD or ICT4 or successful completion of L-280 and completion of precourse work.***

**ACTION: Notify Deb Epps of the recommended L-381 prerequisite change for inclusion in the Field Manager’s Course Guide. (Jim Cook & Tim Blake)**

**ACTION: Post the L-381 prerequisite changes on the leadership website when approved. (Jennifer Smith)**

**THURSDAY, NOVEMBER 15**

**Camp Swift Leadership Academy Site Visit – Rich Gray and Mark Stanford**

Handouts:

- Wildland Fire Training list of wildfire academies
- Capital Area Interagency Wildfire Academy IAP
- Capital Area Interagency Wildfire & Incident Management Academy Registration Packet
- Capital Area Interagency Wildfire & Incident Management Academy 2007 Statistics (2)
- Capital Area Wildfire Academy Survey Economic Impact Survey
- Leadership Academy Letter from James Hull

Rich Gray, Texas Forest Service, briefed the group on the academy concept and goals. Rich presented a presentation on how effective the academy concept has been in delivering NWCG courses including the leadership curriculum. The Capital Area Texas Interagency Wildfire & Incident Management Academy has seen exponential growth in participants over the last decade.

The group toured the Camp Swift facilities and obtained feedback from L-381 participants.

**State and Local Initiatives**

**NEA Feedback and Strategy – John Grosman**

Handout:

- E-mail from Mike Kopitzke regarding Montana DNR L-course

John Grosman briefed the LC on leadership efforts by the Northeast compacts which represents 20 NE states and approximately 10,700 individuals. Two LC-sponsored courses were delivered in the NE with favorable responses by attendees. Consensus by attendees was consistent with evaluations that L-380 is a valuable class, but course delivery is expensive.

The Compact attempted to deliver the public domain course developed by the Pacific Northwest but found costs were nearly as high as using a vendor and therefore canceled the course.

New Jersey has committed funds to sponsor two L-381 courses. Other states are pursuing avenues to fund courses as well. Efforts will continue to implement the leadership curriculum in the Northeast.

The LC discussed the feasibility of continuing the scholarship effort for the states. The LC has requested \$100,000 to support scholarships for FY 2008. Due to time frames and planning issues, the LC will be making contacts for possible sponsorship of leadership courses should NWCG approve funding when a federal budget is finalized. The group agreed to sponsor L-380 courses at the Texas FS Academy (October), Big Rivers Academy (June), Great Basin Training Center (Spring 2008), and Colorado Academy (June) and an L-381 course with the Georgia FS or USFWS Southeast Region.

**ACTION: Contact Kelly Hawk regarding potential funds for leadership course delivery. (Ted Mason)**

**ACTION: Pursue using Ready Reserve funds to deliver leadership courses in the Northeast and report to the LC at the Spring 2008 meeting. (Doug Alexander)**

**ACTION: Contact Wendy Fisher, Colorado Wildfire Academy, regarding possible sponsorship of an L-380 course. (Ted Mason)**

**ACTION: Contact Big Rivers Academy regarding possible sponsorship of an L-380 course. (John Grosman)**

**ACTION: Contact agency representatives about potential sponsorship of an L-381 course for the 2008 training season in the Southeast. (Mark Stanford & Georgia FS; John Wood & USFWS; Jim Cook & S&PF-R8)**

The LC discussed providing guidance to the states on identifying individuals who should attend leadership training and determined that was outside our scope.

#### Local Initiatives - Brian Fennessey

Brian Fennessey, San Diego City FD, briefed the group on the history and status of several local initiatives to deliver the leadership curriculum. The courses have been well-received and are reaching beyond the local area including Baltimore FD, El Paso FD, Los Angeles FD, San Ramon FPD, and others.

The LC support work was important for SDFD to get their program moving from discussions to implementation. Four L-380 courses have been delivered for SDFD. L-180 will be delivered to all SDFD employees by January and L-280 will be introduced at their newly promoted Engineer level.

DHS State Course Catalog – Lark McDonald

Handout:

- DHS State Course Catalog Excerpt

Lark McDonald briefed the LC on the process that was used for getting a municipal version of L-380 (*At the Point of the Spear: Leading and Preparing Emergency Response Units*, CA-002-PREV) into the DHS State Course Catalog. Once a course is placed into the catalog, DHS funds can be used to fund course delivery, wages, travel, etc.

**FRIDAY, NOVEMBER 16**

**L-480/580 Steering Group – Cyndie Hogg and Dan Kleinman**

Handout:

- L-480/580 Steering Committee 2007 Draft Recommendations

Kleinman presented the L-480/580 Steering Group recommendation for a continuing education program which the L-480/580 Steering Group would facilitate. The group identified the target audience as IMT Command and General Staff and Area Command Teams; however, unit fire managers/staff, agency administrators, and senior level fire management personnel would find the product useful. Three strategies were identified: a leadership calendar and contact resource on MyFire Community; organizing IMT team meeting speaker packages; and developing annual or bi-annual continuing education events to include professional seminars, current agency incidents, staff rides, or AARs.

The LC supported the idea of a continuing education program as recommended by the L-480/580 Steering Group. Initial Points of Contact were developed for the various continuing education components.

*My Fire Community Calendar/Contact:* Cyndie Hogg, Jennifer Smith, Chris Wilcox, Paul Hanneman

*IMT Speaker Package:* Bill Molumby, Dan Kleinman, Bill Miller, Jim Cook

*Continuing Education Events:* Cyndie Hogg (research symposium process)

**ACTION: Draft briefing paper regarding L-580 name change and continuing education proposal. (Tim Blake, Jim Cook, and Cyndie Hogg)**

**ACTION: Present a briefing paper to regarding a program of IMT continuing education to support the leadership curriculum at the next TWT meeting in 2008. (Jim Glenn and Jim Cook)**

**ACTION: Prepare a public leadership neighborhood (Leadership is Action) on the My Fire Community website. (Cyndie Hogg and Jennifer Smith)**

**ACTION: Send specific IMT leadership speaker/topic ideas to Dan Kleinman by December 10, 2007. (All LC Members)**

The LC and Steering Group determined that an introductory event be planned for 2009 and to pursue a symposium or conference for 2010. It was agreed that the Steering Group name should be revised to remove the L-580 reference.

### **Professional Reading Program – Kurt La Rue**

Kurt La Rue has accepted the role of coordinator for the Professional Reading Program. Kurt La Rue briefed the group on current efforts to revise and market the Professional Reading Program. Tom Boatner provided the initial revision work for the 2008 update. The LC delegated review and change decisions to Kurt La Rue for future revision work.

The LC discussed ways to improve marketing the Professional Reading Program.

- Identify 300 level and above courses that fit with the program and contact course coordinators
- Send to copies to Training Centers
- Provide copies at meetings and conferences

**ACTION: Complete the revision of the Professional Reading Program and Book on Books by January 2008. (Kurt La Rue)**

**ACTION: Begin providing the Book on Books to various course coordinators as appropriate. (Kurt La Rue)**

**ACTION: Create an archive for titles that have been removed from the Professional Reading Program. (Kurt La Rue and Jennifer Smith)**

## **Committee Maintenance – Jim Cook**

### *Leadership Website – Jennifer Smith*

Jennifer Smith briefed the group on recent efforts to update the leadership website including a new look, additions to the Staff Ride and TDG Libraries, L-380 and L-381 instructor lists, and links to L-480 support materials.

Statistics for website use were presented. The website continues to receive a high level of visitation.

**ACTION: Draft an announcement regarding USAI certification and post on the leadership website. (Brian Fennessey, Jim Cook, and Jennifer Smith)**

**ACTION: Revise L-580 name references on the website. (Jim Cook and Jennifer Smith)**

**Action: Post the L-180/280 Train-the-Trainer Plan on the leadership website. (Jim Cook and Jennifer Smith)**

### *TWT Update and Budget Status – Jim Glenn*

Jim Glenn briefed the LC on TWT issues including instructor qualifications and budget concerns due to the Continuing Resolution.

### *Other Committee Maintenance – Jim Cook*

The LC SOPs and the Leadership Toolbox will be some of the primary focus topics for the Spring 2008 meeting. Members are also to consider nominations for identifying a co-chair on the committee.

**ACTION: Review the LC SOPs and the Leadership Toolbox prior to April 2008. (All LC Members)**

### **Next Meeting:**

April 14 – 18, 2008, location TBD  
(Joint meeting with L-480/580 Steering Committee)