

LEADERSHIP COMMITTEE MEETING
San Diego, CA
February 22-24, 2006

Members Present: Larry Sutton, BLM; Jim Cook, FS; Tim Blake, NWCG; Duane Tewa, BIA; John Wood, FWS; Paul Head, NPS; Mark Linane, Santa Barbara County; Jennifer Smith, NIFC; Dan Kleinman, USFS; Jim Glenn, TWT Liaison (Wednesday); and Pam McDonald, logistics

Members Absent: Mark Stanford, Texas Forest Service; Bill Miller, USFS;

Advisors/Guests Present All Days: Mike Brown, San Ramon Valley FPD
Advisors/Guests Present Wednesday: Ron Sarnicki, National Fallen Firefighters Foundation; Richard Anderson, Larry Curl, and Gordon Routley, Firefighter Life Safety Initiatives Program; Brian Fennessey, San Diego City FD

Wednesday, February 22, 2006

Introductions (Larry Sutton)

Larry Sutton briefed the committee on logistics and meeting concerns. The Committee welcomed Duane Tewa as the new BIA representative.

Action Item Completion Update (Pam McDonald)

The Committee reviewed and provided updates to the Action Item Log. Action Item #245 was changed to "Work with a contractor to develop a fireline leadership doctrine prior to November 1, 2006."

Curriculum Review (Tim Blake)

L-180 and L-280 are on the NWCG revision schedule for 2008/2009. The revision of L-180 is to occur at the same time as the revision of S-130, since L-180 content is incorporated into S-130.

NWCG Training is moving to the electronic publication of training materials through FTP sites and online delivery. Tim Blake briefly discussed the conversion of S-130 and S-190 to an online format and the process by which other courses will be reviewed for possible conversion.

The Leadership Committee should have one or more active participants on the L-180 and L-280 revision group as well as providing a briefing paper addressing items to consider during the revision process.

ACTION: Create a briefing paper of items that should be considered during the L-180/280 revision and submit to NWCG Standards. (Jim Cook and Tom Bates)

The L-380/381 revision cycle is an ongoing process that is managed by the vendor or agency delivering a given version of the course. Revisions to the course design criteria will trigger the revision of individual courses; however, the Leadership Committee intends to limit revision of the design criteria in order to avoid constant course revision.

The Committee discussed NWCG Curriculum Management Issue Paper #74 (Proposal to Modify Minimum Instructor Qualifications for L-280). The Committee sees no reason to deviate from the existing standard in the Course Coordinator's Guide. The target group for this course is people seeking to become qualified FFT1s, so it is logical that qualified Single Resource Bosses teach the course. Jim Glenn will represent the Leadership Committee's views to the Training Working Team.

The Committee addressed having L-180 and L-280 printable training materials available via the Internet. There are video materials associated with each course that will still have to be ordered even if the written material is posted on the Web.

ACTION: Prepare a TWT proposal that the L-180 and L-280 printable training materials be posted on the Leadership Web site. (Larry Sutton)

ACTION: Present to the TWT the Leadership Committee's proposal to post the L-180 and 280 printable training materials on the Leadership Web site. (Jim Glenn)

Tim Blake discussed NWCG's process for archiving training packages. The Committee discussed having all L-course archives in one place—NWCG Standards. Of particular concern was NAFRI's archival process for L-480.

ACTION: Contact Cyndie Hogg regarding NAFRI's archival process for L-480. (Dan Kleinman)

ACTION: Determine the L-480 Steering Committee's view of posting the printable L-480 training materials on the Leadership Web site. (Dan Kleinman)

Leadership Development Issues/400-Level and Above (Jim Cook, Dan Kleinman, Larry Sutton)

Dan Kleinman briefed the Committee regarding his representation on the L-480/580 Steering Committee. The Steering Committee has discussed revisions needed for L-480 and whether or not a formalized L-580 course be developed. Three L-580 options—suite of opportunities, formalized course, and no action—were discussed. The Steering Committee determined that the need existed for possible L-580 course development in the future. There is widespread concern about the development of courses in isolation (e.g., S-520 and L-580) as opposed to a more integrated approach. The L-580 Steering Committee will not develop the formalized L-580 course right now but will consult with other entities as they develop related courses such as S-520/620.

Chad Fisher and Geoff Wilford are identifying competencies and looking at the possible training opportunities including the concept of a command college. The Committee stressed the philosophy that leadership should be fostered from the bottom up and not the

top down and discussed what the Committee's role is with the "command college" concept as it transitions from concept to reality. Larry Sutton will stay connected with Chad Fisher and Geoff Wilford as their effort moves forward and determine if the Leadership Committee can play a constructive role.

The Committee discussed the need to address the post-development management of L-480 including recommendations through the TWT regarding delivery and course archiving. The Leadership Committee wants to maintain and support the L-480/580 Steering Committee during the hiatus between the creation of L-480 and L-580. The Leadership Committee needs to stay engaged with the L-480/580 committee as it provides support to the S-520/620 development effort.

ACTION: Develop a TWT issue paper regarding the Leadership Committee's recommendations for the post-development management of L-480. (Larry Sutton)

ACTION: Present the Leadership Committee's issue paper regarding the Leadership Committee's recommendations for post development management of L-480 to the Training Working Team. (Jim Glenn)

ACTION: Ensure that the connection has been made between the L-480/580 group and Jim Thomas and Mike Dudley (S-520/620 leadership unit leaders). (Dan Kleinman)

NWCG Budget (Larry Sutton and Jim Glenn)

Larry Sutton discussed the need to anticipate future funding needs and opportunities to alleviate hasty responses to last minute requests from the TWT/NWCG. The Committee discussed the need for continued financial support for L-380 evaluation and requests for L-course scholarships. The Committee also discussed pursuing financial leads that become available outside the NWCG budget process.

The Committee discussed the need for one member of the Committee to take the lead on determining fiscal opportunities and mechanisms that exist outside the NWCG budget.

ACTION: Talk with Kelly Hawk regarding financial avenues for leadership training. (Jim Glenn)

ACTION: Pursue financial avenues outside the NWCG budget to assist with leadership development support. (Paul Head)

The Committee brainstormed items that should be financially supported through the TWT.

ACTION: Draft a budget request for use with future TWT/NWCG requests. (Larry Sutton)

Interagency Funding Mechanisms (Larry Sutton)

The Committee discussed the problems that exist related to payment for expenses incurred by employees of various agencies. Funding dollars received through the TWT budget come to the Leadership Committee as a BLM funding code. Difficulties have occurred when attempting to reimburse USFS employee expenses incurred while performing L-380 vendor certification evaluations. This is ironic because NWCG money is the result of all federal wildland fire agencies contributing money in the first place.

ACTION: Develop a TWT briefing paper to request that part of the funding given to the Leadership Committee remain under a USFS funding code. (Tim Blake)

Gleason Lead by Example Award 2005 Update (John Wood and Jennifer Smith)

John Wood updated the Committee on the latest selection of the Gleason Lead by Example Award. A Web Demo conference call format was used to facilitate the selection process. The facilitation worked well and saved some travel dollars; however, a face-to-face meeting is the preferred method. Minor changes will be made in the operations plan.

A concern was raised as to the possibility of a nominee receiving the award more than once for an event/action. The Selection Committee Coordinator will ensure that the Selection Committee knows of such nominations.

In 2006 the award will be highlighted to the field through the Annual Fireline Safety Refresher training package, state academies, and through L-courses. The Committee addressed promoting the award through industry publications and the "They Said" Web site.

The Committee agreed to provide a list of award nominees on the Web site.

ACTION: Promote the Lead by Example Award through articles and exposure in industry publications and the "They Said" Web site. (Jennifer Smith)

National Fallen Firefighters' Foundation Life Safety Initiative (Jim Cook, Mark Linane, Richard Anderson, Ron Siarnicki, Mike Brown, Brian Fennessey)

Jim Cook and Mark Linane gave the group a background on collaboration efforts between the National Fallen Firefighters' Foundation Life Safety Initiative Program and the Wildland Fireline Leadership Development Program.

Ron Siarnicki briefed the Committee on the history of the National Fallen Firefighters' Foundation (NFFF). The NFFF is looking for the opportunity to assist in developing or assisting with programs to reduce wildland firefighter fatalities.

Mike Brown briefed the group on the challenges and rewards of delivering L-380 at San Ramon Valley FPD.

Brian Fennessey addressed leadership curriculum implementation efforts and challenges encountered by San Diego City FD.

Larry Sutton addressed NFFF's concern regarding the effectiveness of leadership training by discussing the L-380 evaluation tool developed by Mike DeGrosky.

The group brainstormed ideas for effective cooperation: endorsements of products/ideas, education, and implementation strategy.

There is a need to develop single Points of Contact from each organization—Jim Cook will represent the Leadership Committee, and Richard Anderson will represent the FLSI; Mark Linane and Mike Brown will advise.

ACTION: Send Mike DeGrosky's thesis to Richard Anderson (FLSI). (Larry Sutton)

ACTION: Endorsement by both parties

- Firefighter Life Safety Initiative featured on the Leadership Web site. Everyone Goes Home links in Leadership Toolbox. (Jennifer Smith)
- The Leadership Committee will assist in locating expertise for a compatibility and credibility review of the FLSI wildland version products. (Larry Sutton and Jim Cook)
- Leadership Committee e-mail list and Refresher mailing lists to Ron Siarnicki. (Pam McDonald)
- Wildland fire excerpts to Richard Anderson for inclusion in the NFFF newsletter. (Jennifer Smith)

Bin Items (Group)

Update the Lead by Example Award Operation Plan to address supervisory approval, notification process, etc.

Thursday, February 23, 2006

Leadership Doctrine Development Project (Mark Linane, Larry Sutton, Jim Cook)

Jim Cook briefed the Committee on efforts being taken to create a Wildland Fire Leadership Guide (working title). Larry Sutton has developed a statement of work and NIFC contracting personnel will be soliciting bids from vendors to work on developing the Guide. The vendor will develop drafts of the guide that incorporate Leadership Committee comments and ideas. The vendor will submit a list of 20 vignettes ideas to use in the guide. Publication of the final product is scheduled for fall 2006.

ACTION: Send a link to the military leadership guides to Committee members. (Jim Cook) March 2006

ACTION: Review the vignette idea list and submit potential situations/events that relate to the idea to Jim Cook. (All members) April 2006

ACTION: Develop a process for gathering Wildland Fire Leadership Guide comments from the Leadership Committee members and advisors. (Tim Blake and Jim Cook) May 2006

ACTION: Review the draft Wildland Fire Leadership Guide to ensure that the information presented is inclusive and meets the needs of the intended audiences. (All members) Summer 2006

Web Site Update (Jim Cook)

Jim Cook updated the Committee on the status of the Wildland Fire Leadership Development Web site. The site continues to expand, primarily in the Leadership Toolbox area, with such items as the Staff Ride Library.

The AAR training package has been finalized and will be distributed with this year's Annual Fireline Safety Refresher. Additional copies can be obtained through the vendor—link available in the Leadership Toolbox.

Larry Sutton briefed the Committee on the Web page Jennifer Smith developed to showcase the Vale BLM District's Leadership Training Camp. This page should be available in the Leadership Toolbox soon.

The Committee discussed the new "Communication Tools" feature of "The Program" section of the Web site. This feature provides a link to reference items that support the leadership program.

ACTION: Write a "What's New" synopsis highlighting leadership development within each agency and submit to Jim Cook for publication on the Web site. (Agency Representatives) October 2006

ACTION: Explore the possibility of a New Jersey point of contact for developing a Bass River Fire Staff Ride. (Paul Head)

Marine Corps University Leadership Workshop, Spring 2006 (Jim Cook)

Jim Cook gave the Committee an update on the status of the MCU Workshop. Efforts to resume the workshop continue to be hampered by personnel turnover at MCU. Therefore, the Committee agreed to cancel the spring 2006 workshop, notify nominees of the status, and continue efforts to collaborate with MCU.

The Committee discussed the possibility of other venues or opportunities and the efforts required to pursue continuing collaboration with Marine Corps University. The Committee also discussed scheduling a workshop for new TWT members or a possible flag-level leadership symposium similar to the one that was held at Quantico, VA in 2001 with most of the federal agency fire directors.

ACTION: Disable the MCU nomination link on the Web site. (Jennifer Smith)

ACTION: Draft an e-mail and notify MCU Workshop nominees of the spring 2006 workshop status. (Pam McDonald)

Army TRADOC MOU (Larry Sutton)

Larry Sutton briefed the Committee on Army Training and Doctrine Command MOU development efforts. The MOU is currently being signed by the Director of BLM, the Chief of the Forest Service and the Commanding General, TRADOC. The MOU may open the door for future leadership partnerships with the Army.

ACTION: Send a copy of the finalized Army TRADOC MOU to Leadership Committee members. (Larry Sutton)

Support Cadre Gift Ideas (Jennifer Smith)

Jennifer briefed the Committee on cadre support hats and pins that have been developed for use by the Committee to recognize personnel who assist the committee in efforts to build the leadership development program. Jennifer Smith will be the Committee point of contact.

S-130/190 Conversion to Online Course (Tim Blake)

Tim Blake briefed the Committee on the status of S-130/190 conversion to an online course. Once a contractor is selected and the L-180 stand-alone module is developed, Tim will forward it to the Leadership Committee for review. The target date for completion is spring 2007.

Review of L-380 Vendors/Certification Process (Larry Sutton/Jim Cook)

Larry Sutton reiterated the process for reviewing and certifying L-380 vendors. Bill Miller continues to perform the role of Course Evaluation Coordinator.

The Committee discussed the need to identify the activity status of approved providers; all members agreed that a provider that was inactive for five years should be dropped from the “approved” list.

ACTION: Place inactive notation where appropriate on the “Approved Provider” Web page to document vendor status. (Jim Cook/Jennifer Smith)

Evaluation Project Contracting (Larry Sutton)

Larry Sutton briefed the Committee regarding contracting the evaluation of L-380 training. This effort is related to one of the original 14 “Leadership Task Group Report” recommendations from 2001. The intent is to determine whether or not agency employees to attend L-380 are retaining any of the training and applying it on the job. Larry is working on the Statement of Work to initiate the contracting process. A potential sticking point involves the use of online survey submission and government information technology regulations and policies.

ACTION: Distribute the draft L-380 Evaluation Statement of Work for review and comment by Leadership Committee members. (Larry Sutton and All members)

State Academy Partnerships (Jim Cook)

Jim Cook briefed the Committee on contacts made to create partnerships with various state academies so that every wildland fire organization has the opportunity to benefit from a leadership development program for our future fireground leaders. Contacts offered state academies recommendations regarding program components that would be appropriate for the wildfire academy audience and assistance in efforts to secure quality cadre members for future course offerings.

In return, state academies were asked to provide students information on the Lead by Example Award. The Leadership Committee discussed creating a portable Lead by Example Award display.

ACTION: Design and produce a display to promote the Lead by Example Award. (Jennifer Smith)

ACTION: Prepare a “What’s New” item regarding state academy partnership efforts. (Jim Cook)

Publication Management System Requests (Tim Blake)

Tim Blake notified the Committee of procedures for submitting PMS requests. Tim is the Leadership Committee gateway to PMS. Products that should be considered for housing in PMS include the Values and Principles poster, AAR training package, TDGS video (change of location in the catalog), and the Wildland Fire Leadership Guide (when finished).

ACTION: Write up the PMS requests for the Values and Principles poster, AAR training package, and the leadership doctrine. (Tim Blake and Jim Cook)

ICS/National Fire Academy Contract – Leadership Integration (Tim Blake)

Tim Blake provided the Committee with a background on competency identification within ICS by the NFA. The US Fire Administration has contracted with a company to identify competencies for ICS positions. NWCG is also contracting with the same company to identify competencies for wildland fire positions. It is currently unclear how these competencies will be used after they have been identified.

The Committee discussed whether the Committee wants to have any input to this process with regard to leadership. It was agreed that the Committee can review competencies after they have been developed to determine whether or not leadership is addressed. NWCG Training Development will continue to identify leadership in the Position Task Books, and Tim Blake will continue to monitor the process and forward information to the Committee when necessary.

Staff Rides and Coordination with GATRs (Larry Sutton)

Larry Sutton gave the Committee insight as to issues identified for staff rides that have been announced via the National Training Web site. Some concerns have surfaced related to fitness level requirements and cross-geographical area selection. The topic will likely be addressed at future GATR meetings.

The Leadership Committee agreed that its role is to assist with the creation and administration of the staff ride library and foster the use of experiential learning across the spectrum. It is the Committee's intent that wide latitude and flexibility be built into the process, allowing local units to implement staff rides in the ways that best fit each situation. The Leadership Committee intends to continue to foster the development of staff ride packages but does not intend to become involved in the minutiae of delivery.

Bin Items (Group)

The Committee discussed whether presence at the Safety Summit April 25-27 in Pasadena, CA, was needed or if anyone is available to attend. All voiced support for the Summit but most committee members had conflicts on those dates.

The Committee discussed designating Curtis Heaton as the Leadership Committee Representative to the Annual Fireline Safety Refresher Committee.

ACTION: Contact Curtis Heaton about representing the Leadership Committee on the Annual Fireline Safety Refresher Committee. (Mark Linane)

The Committee discussed the need for a 5-year leadership program accomplishment report.

ACTION: Compile a report that summarizes leadership program accomplishments and statistics over the last five years. (Jennifer Smith and Jim Cook)

Next Meeting

Tentative date: Week of November 27, 2006

Location: TBA

Friday, February 24, 2006

Breakout Groups

Accomplishment Report—Jim and Jennifer

Out Year Budgets—Paul and Larry

Write up PMS Requests—Tim and Duane

Lead by Example Operation Plan Update—John and Pam