

# LEADERSHIP COMMITTEE

## Meeting Minutes

January 23-24, 2002  
Portland, OR

**Members & Advisors Present:** Larry Sutton (Interim Chairperson), Nancy Lull (BLM), Jim Cook (USFS), Ray Ruiz (SCA/BIA), Joe Stutler (USFS/BLM), Nick Greear (Advisor), Tim Blake (BLM), Steve Thomas (ODF), Pam Ensley (FWS), Pam McDonald (Administrative Support), Larry Hamilton (NWCG liaison to TWT)

**Members & Advisors Absent:** Darlene Koontz (NPS)

### **Review of the Report of the Leadership Task Group to the Training Working Team– February 2001**

The report was accepted by the Training Working Team. The NWCG Parent Group adopted the report in June with a recommendation that a committee be established. The Leadership Committee has held one conference call and been tasked to prioritize the recommendations from the report and develop implementation strategies. Joette Borzik (FWS) is the Training Working Team liaison to the Leadership Committee.

### **Recommendations of the Leadership Task Group**

The Leadership Committee concurred that all recommendations held equal weight of importance. A plan of action was developed to implement the recommendations.

**Recommendation 1: Establish a distinct curriculum of courses that are connected conceptually from the least complex (follower) level to the most complex (organizational leader) level. This curriculum should have its own designator (e.g., L-courses) to set it apart from technical courses.**

***ACTION: Brief Joette Borzik on the need to create an “L-series” for leadership courses during the week of January 28, 2002. (Larry Sutton)***

**Recommendation 2: Some existing leadership courses can be used, and some new course development will be required in order to meet the leadership development needs of all levels of our organizations. Develop a strategy for accomplishing new course development, including a time line for completion, delivery strategy and cost analysis. Delivery strategy needs to include a plan for developing agency employees as instructors for the more advanced leadership courses; initially these courses will only be deliverable by a vendor. Once we have employees who have completed the first several levels of the leadership curriculum, some of them can be identified as potential instructors. Agency employees who will instruct advanced leadership courses (i.e., Primary Leadership and above) should undergo a rigorous "train the trainer" process.**

***ACTION: Attend the Advanced Incident Leadership course in Phoenix, AZ, May 2002, to evaluate and summarize the course for the Leadership Committee. (Sutton/Stutler/Ensley)***

***ACTION: Request that Rich Cabellero, GBTU, assist with Fireline Leadership needs***

*analysis. (Completed)*

***ACTION:*** *Conduct data collection for needs analysis and delivery requirements for the Fireline Leadership course, including a per year cost estimate, by the May Training Working Team meeting. (Cook/Blake/Cabellero)*

***ACTION:*** *Attend the Fireline Leadership course in Boise, ID, week of May 20, 2002, and the Incident Leadership test course in Redmond, OR, week of June 10, 2002, for evaluation. (Blake)*

**Recommendation 3:** The "Human Factors" course and the "Followership to Leadership" course should be in the Publication Management System (PMS) as Level III courses under the "NWCG Course Development and Format Standards" guidelines. The Human Factors course is currently in the PMS; Followership to Leadership is currently under development and needs to be reviewed by the NWCG Standards Unit upon completion.

***ACTION:*** *Complete the development of the Followership to Leadership course by Spring 2002 and place the course into the Publication Management System by January 2003. (Cook)*

**Recommendation 4:** The "Primary Leadership" course and the "Incident Leadership" course should be exempted from the requirements included in the "NWCG Course Development and Format Standards" guidelines. These standards were developed primarily for the in-house development of technical courses in the cognitive domain to be delivered by agency personnel. These two advanced leadership courses are in the affective domain and will be developed and presented by vendors—at least initially. Adhering to the NWCG standards will likely slow the development and delivery of these courses and is not likely to enhance course effectiveness.

***ACTION:*** *Brief representatives to the TWT and NWCG including a complete leadership curriculum overview and provide ongoing communication. (Sutton/Lull)*

***ACTION:*** *Request a contracting advisor for vendor-delivered courses during the week of January 28, 2002. (Sutton/Cook)*

***ACTION:*** *Develop a draft of specifications for vendor-delivered courses for presentation at the May Leadership Committee Meeting. (Cook/Sutton)*

**Recommendation 5:** Establish a mechanism for evaluating the effectiveness of leadership training. Such a mechanism might involve the use of contractors and agency personnel conducting field interviews and observing job performance on fires, months or years after training is presented. The idea is to accurately assess how the training impacted performance on the job.

***ACTION:*** *Statigize a comprehensive evaluation review process as well as benchmarks from other organizations in draft form for presentation at the May Leadership Committee Meeting. (Ensley/Stutler—primary, Thomas/Greear—secondary)*

***ACTION:*** *Continue vendor-provided monitoring of vendor-delivered courses and report the process by the March IC Meeting. (Ensley/Stutler—primary,*

*Thomas/Greear-secondary)*

**Recommendation 6:** Eliminate the current S-201 and S-301 courses from the NWCG training curriculum. Examine whether the supervision and management skills training that exists in those courses needs to be presented within the wildland fire curriculum, or whether those training needs can best be satisfied by other agency-required training that is already available.

*ACTION: Develop a strategy with Deb Epps and Jim Glenn (NIFC Fire Training) to eliminate or modify S-201 and S-301, for presentation at the May Leadership Committee Meeting. (Blake)*

**Recommendation 7:** Incorporate the Human Factors course into the NWCG S-130 Firefighter training course. This will allow all entry-level firefighters to receive information on follower responsibilities. The Human Factors course will also exist as a stand-alone course, for the benefit of other ICS positions that are not required to take S-130.

*ACTION: Incorporate the Human Factors course into S-130. (Being completed with the '01/'02 revision of S-130.)*

**Recommendation 8:** Eliminate the S-131 Advanced Firefighter training course. Make the Followership to Leadership course a requirement for the FFT1 position instead. Both are 8-hour courses, so this change results in no net increase of required training for the Squad Boss position. S-131 was developed in response to the South Canyon Fire tragedy, yet it does little to address leadership issues at the squad boss level. We could only find two objectives in a single unit in S-131 relating to communication responsibilities. Since Followership to Leadership does address precisely those leadership issues, it should be the required course at the FFT1 level. The more cognitive, technical content of the existing S-131 course could be developed into a Job Aid if needed.

*ACTION: Develop a strategy with Deb Epps and Jim Glenn (NIFC Fire Training) to eliminate or modify S-131, for presentation at the May Leadership Committee Meeting. (Blake)*

**Recommendation 9:** Revise the Wildland and Prescribed Fire Qualification System Guide (PMS 310-1) to make specific leadership courses "required training" for certain key positions and "additional training" recommended for other positions. Incident Operations Standards Working Team to review, modify as needed, and approve changes to the 310-1 recommended in this document. Suggested completion date, Fall 2001.

*ACTION: Work with IOS Working Team on the issue of 310-1 revision on required training and make presentation at the May Leadership Committee Meeting. (Sutton/Lull)*

*ACTION: Develop a new leadership flowchart that follows the 310-1 template, for presentation at the May Leadership Committee Meeting. (Blake)*

**Recommendation 10:** Adopt a specific set of desired leadership principles and values that are common to all our organizations. Communicate these principles and values to our work force and incorporate them in leadership training.

***ACTION: Adopt the Wildland Leadership Values and Principles as found in the Leadership Task Group Report. (Completed)***

***ACTION: Communication of leadership principles and values to all levels of our work force will be ongoing. (All members)***

**Recommendation 11: Develop a self-study component of the leadership curriculum that allows people to study leadership concepts and principles outside the context of formal classroom training. For example, establish a leadership-themed web site and publish a "book of books" of recommended reading materials that will help people develop as leaders in wildland fire.**

***ACTION: Develop a self-study component of the leadership curriculum that allows people to study leadership concepts and principles outside the context of formal classroom training and present accomplishments at the May Leadership Committee Meeting. (Cook/Sutton)***

**Recommendation 12: Institute the use of leadership skills assessment tools within the framework of the leadership curriculum. The primary intent in using assessment tools is to enable people to identify which leadership traits they need to improve. The intent is not to use these assessment tools for disciplinary action. Some results could be used to determine whether or not individuals are ready to advance to higher-level Incident Command leadership positions.**

***ACTION: Develop a strategy for future assessment tools by reviewing how other organizations perform assessments and report at the May Leadership Committee Meeting. (Thomas/Greear–primary, Ensley/Stutler–secondary)***

**Recommendation 13: Establish a standing group (e.g., Leadership Steering Committee) that will be responsible for overseeing the implementation of the recommendations in this report. It is widely recognized that, regardless of their quality, reports alone do not accomplish change in an organization.**

***ACTION: Create a Leadership Committee that will be responsible for overseeing the implementation of the recommendations in the Leadership Task Group Report. (Completed)***

***ACTION: Continue the process of implementing the recommendations in the Leadership Task Group Report. (All Leadership Committee members)***

**Recommendation 14:** During the ongoing NWCG course revision process, analyze each course within the "S-" curriculum to determine if leadership content is appropriate in the course given the nature of the position for which the course is targeted (e.g., Crew Boss). The creation of a separate leadership curriculum will not eliminate the need for the "context-specific" practice of leadership competencies. Widespread use of "tactical decision games" and other simulations will allow people to practice leadership within specific positions in a safe environment before being confronted with "the real thing".

***ACTION:** Develop an analytical tool that enables course developers to determine whether leadership components should be incorporated into individual NWCG courses during the revision process. Position Task Books should be closely scrutinized for appropriate leadership tasks. Report at the May Leadership Committee Meeting. (Blake)*

### **Thirtymile Accident Leadership Concerns**

Leadership concerns raised out of the Thirtymile incident were discussed. The Thirtymile Accident Prevention Action Plan identifies four items that directly impact the Leadership committee (Items A-20, A-22, A-23, and A-25). NWCG has recognized most of the action items in this plan as interagency in nature.

***ACTION ITEM:** Provide a liaison to Mark Rounsaville concerning the implementation of the leadership issues within the Thirtymile Accident Prevention Action Plan. (Stutler/Cook)*

### **Communication Plan**

To effectively communicate the implementation strategies of the Leadership Committee, the need exists for development of a formalized communication plan. There are many formal and informal groups in different agency and interagency areas who must be kept apprised of wildland fire leadership development efforts and initiatives.

***ACTION ITEM:** Develop a draft of a formal communication plan for presentation at the May Leadership Committee Meeting. (Lull and committee members)*

***ACTION ITEM:** Develop briefing materials to be used by committee members to keep stakeholders informed on leadership development efforts. (Lull/Sutton)*

## **Selection of Chairperson, Vice-Chairperson, and Administrative Support**

Larry Sutton was approved as the Chairperson of the Leadership Committee.

Jim Cook was approved as the Vice-Chairperson of the Leadership Committee.

Pam McDonald was approved as administrative support for the Leadership Committee.

### **ACTIONS COMPLETED**

- Creation of a standing leadership committee.
- Adoption of the Wildland Leadership Values and Principles.
- Rich Cabellero approved to assist with needs analysis for Fireline Leadership course.

### **Future Meetings**

Week of May 27, 2002, **OR** June 3, 2002, in Glenwood Springs, CO.

### **Future Conference Calls**

February 28, 2002, 1000 MDT