

LEADERSHIP COMMITTEE MEETING
Scottsdale, AZ
March 4 –5, 2003

Members Present: Larry Sutton—Chair, BLM; Jim Cook—Co-Chair, USFS; Nancy Lull, NIFC; Mark Linane, Ventura County Fire Department; Tim Blake, NWCG; John Wood, USFWS; Pam McDonald—Logistics

Advisors and Guests Present: Lark McDonald, MCSolutions; Joe Stutler, Northtree Fire International; Steve Dickenson, North Cascades Smokejumper Base, USFS; Chad Fisher, NPS

Members Absent: JT Reynolds, NPS; Steve Thomas, ODF

Larry Sutton—TWT/IOSWT Meeting

Larry gave a report about the joint TWT/IOSWT meeting that was held the week of February 24, 2003.

- ◆ Larry presented the NWCG Glossary Term process for adding terms to the glossary and identifying which Working Team “owns” the terms.

ACTION: Follow the NWCG Glossary Term process to place the concept glossaries from L-180 and L-280 into the NWCG Glossary by August 30, 2003. (Larry Sutton and Jim Cook)

- ◆ There was some discussion at the TWT meeting about whether or not the Leadership Committee should remain under the TWT or become a separate Working Team under the NWCG parent group. Since the NWCG parent group is reviewing their Working Teams and overall structure, the Leadership Committee will remain under the TWT for now. Once NWCG has conducted their analysis, the issue may be surfaced again if appropriate.
- ◆ Larry notified the Leadership Committee members that Issue Paper 40—vendor-delivered courses—has been approved by the TWT. There is further work to be done by the Leadership Committee on this subject.
- ◆ Larry gave a status report on the 310-1 revision. The IOSWT will be prepared to begin considering 310-1 revision at their February 2004 meeting (joint with the TWT). Because the Leadership Committee reports to the TWT, we need to be ready to take our 310-1 recommendations to the TWT at their December 2003 meeting.

ACTION: Leadership course recommendations for each position will include which course is appropriate for each position as well as whether a course should be required or “additional training”. Leadership Committee input to the 310-1 must be ready to be presented at the December 2003 TWT meeting. (Larry Sutton—lead; all members)

Larry Sutton/Joe Stutler—L-480/580

Larry reminded Leadership Committee members that Joe Stutler (Leadership Committee member and L-480/580 Steering Committee Chairperson) retired from federal service in January. The new chairperson of the L-480/580 steering committee is Bill Waterbury. Other members of the L-480/580 Steering Committee include Mark Linane and JT Reynolds (Leadership Committee representatives), Dave Dash, Mike Wallace, Gary Berndt and Bill Molumby. Cyndie Hogg is the NARTC training coordinator assigned to the course.

ACTION: Develop Guiding Principles for L-480/L-580 and present to the L-480/L-580 Steering Committee Meeting. (Mark Linane, JT Reynolds, Jim Cook, Larry Sutton)

Lark McDonald—L-381, Incident Leadership, course briefing

Lark gave an update on the status of L-381. The following items were agreed upon by the Leadership Committee members:

- Target Audience: DIVS trainees and ICT3 trainees
- Evaluation of students: Feedback should be provided directly to the home unit supervisor from the cadre upon completion of the course
- Course content: wildland fire versus all-risk. Vendors presenting the course will need to continue to monitor student feedback and react appropriately.
- Course specification development: needs to be complete by Spring 2004
- Offer the L-381 on a widespread basis during the 2004-2005 training season

ACTION: Develop course specifications for the L-381 course by Spring 2004. (Jim Cook, Larry Sutton)

Larry Sutton—Vendor Relations and Standards

Larry initiated a discussion on vendor relations and how standards can or should be established for the leadership curriculum. The idea of vendor certification was broached; it was mentioned that NWCG has studiously avoided this in the past, and in fact agency instructors are not certified either. Nevertheless, a tool that allows agencies to evaluate leadership training providers is needed, even if actual certification remains in the purview of individual agencies.

ACTION: Develop a framework to articulate a 3-5 year strategy to evaluate leadership training providers by the fall LC meeting. (Tim Blake)

Jim Cook & Mark Linane—L-180 and L-280 Updates

Jim gave the Leadership Committee an update on the status of L-180. L-180 has entered the Publication Management System.

Jim and Mark have shared the task of getting L-280 through the system. The NWCG Standards Group gave approval for the course with minor revisions in February. Jim will make the revisions and then the course will be placed into PMS sometime this summer.

ACTION: Make corrections to the L-280 course and continue the process of placing into PMS. (Jim Cook)

Tim Blake—Leadership Development for Non-Operations/Command Personnel

Tim briefed the Leadership Committee on his recent SME meeting of non-operational/command personnel in relationship to leadership training. This SME group was composed of people with Finance, Planning, Dispatch, Logistics and Information backgrounds. The group felt that leadership training is needed for non-operational personnel and identified specific objectives that should be covered in leadership training for the various sections.

ACTION: Review the objective sets for L-180 and L-380 to determine if the topics identified by the SME group are adequately covered in those two courses. Report to Leadership Committee by April 15. (Tim Blake)

Tim Blake—Integration of Leadership Concepts into NWCG curriculum and PTBs

Tim gave an overview of the Leadership Analysis Tool that is being used by NWCG project leaders during the revision of courses. Using this tool, leadership concepts are being introduced into courses such as Smoke Management and Initial Attack Dispatcher.

Larry Sutton—310-1 Revision Process, Time Frames, and LC Strategy

Given the IOSWT input on their revision time frames, the Leadership Committee needs to develop a plan for reviewing the positions and making recommendations.

ACTION: Review the 310-1 “saddle blanket” and identify leadership courses for positions as appropriate. Identify whether the course should be designated as “required” or “additional training”, complete with documented rationale, and

report at the fall LC meeting. The workload is divided among committee members as follows:

- **Command—JT Reynolds and Joe Stutler**
- **Operations—Mark Linane and John Wood**
- **Logistics—Nancy Lull and Steve Thomas**
- **Finance—Jim Cook**
- **Planning—Larry Sutton**
- **Dispatch—Tim Blake**

Nancy Lull—Communication Plan

Nancy gave a status report concerning the Communication Plan. There are no major changes from the last meeting. Minor changes have occurred in the Outreach Plan to include additional meetings. Suggestions were given to Nancy concerning possible audiences that are missing from the Outreach Plan.

Ten thousand additional bookmarks have been ordered.

ACTION: Make minor revisions to the master PowerPoint presentation. (Larry Sutton, Jim Cook, and Pam McDonald)

ACTION: Administer “What’s New” and “Frequently Asked Questions” parts of the web site under the communication realm. (Nancy Lull)

ACTION: Give updates on “What’s New” and “Frequently Asked Questions” to Nancy Lull by the end of each month. (All members)

ACTION: Give status of Issue Paper 40 to Nancy Lull by April 1, 2003. Develop a strategy for communicating why and how people are to deal with Issue Paper 40 issues. (Larry Sutton and Nancy Lull)

ACTION: Identify other fire service web sites that can/should link to the Leadership web site and set up links from those web sites to the Leadership web site. (Nancy Lull)

Jim Cook—Leadership Web Site Update and Issues

In January, the web site host was transferred from a private contractor to a DOI server. 54,000 hits were made on the web site in January with 4,200 extended visits.

ACTION: Capture some of the comments from L-180, L-280, L-380, and L-381 evaluations and create a link on the “Training Courses” portion of the web site and report at the fall LC meeting. (Nancy Lull)

ACTION: Recommend one book yearly to be included on a Leadership Committee Favorites Reading List including documentation of your reason for submission to Jim Cook by April 15, 2003. (Each committee member)

ACTION: Develop a web design/support “major duties” description for a term/detail position by April 15, 2003. (Jim Cook and Larry Sutton)

Rewarding Good Leadership—Steve Dickenson

Steve presented ideas for rewarding good leadership.

ACTION: Present the basic idea of a leadership reward program to the TWT during their April conference call. Communicate the result of this discussion to the rest of the committee so that a strategy can be developed. (Larry Sutton)

ACTION: Develop a leadership reward program strategy by May 1, 2003. (John Wood and Steve Dickenson)

ACTION: Develop a reference tool to be placed in the Leadership Toolbox that presents suggestions for implementing local unit reward programs and report at the fall LC meeting. (Nancy Lull and Steve Dickenson)

Next Leadership Committee Meeting—Larry Sutton

Tentative date: October 27 and 28, 2003
Location: TBA

Miscellaneous Items—Larry Sutton

Leadership Doctrine Publication:

ACTION: Distribute the Marine Corp leadership doctrine to LC members to review prior to the fall LC meeting. (Larry Sutton and Pam McDonald)

L-380 Name Change or Separate Course:

ACTION: Prepare an issue paper to change the name of Fireline Leadership to Wildland Fire Leadership or Emergency Response Leadership and present at the May TWT meeting. (Larry Sutton)