

LEADERSHIP COMMITTEE

Meeting Minutes

May 28-31, 2002

Glenwood Springs, CO

Members & Advisors Present: Larry Sutton, (Chairperson), Jim Cook (Vice-chairperson), Tim Blake (BLM), Steve Thomas (ODF), Nancy Lull (BLM), Pam McDonald (Administrative Support), Kim Bang (GATR Advisor), Anthony Escobar (BLM, Advisor), Jim Glenn (NIFC—Chief, Fire Training, representing TWT), Mark Linane (Ventura County Fire Department, Advisor), Mark Davidson (Wharton Leadership Ventures, Advisor)

Members & Advisors Absent: Pam Ensley (FWS), Joe Stutler (USFS), and JT Reynolds (NPS)

On May 29, the Leadership Committee participated in a staff ride to the site of the 1994 South Canyon Fire.

OLD BUSINESS:

Steve Thomas — Establish a mechanism for evaluating the effectiveness of leadership training.

Steve Thomas presented various evaluation models for consideration. See Handout 1 for details.

Steve Thomas presented *Overview of Methods to Collect Information*—McNamara. See Handout 2 for details.

ACTION ITEM: Steve Thomas will work to create a Level 3 assessment tool through a vendor, using students from the apprenticeship academy for the Human Factors (Greg Power) and Fireline Leadership (MC Solutions) courses, by the end of the fire season.

Steve Thomas — Institute the use of leadership skill assessment tools within the framework of the leadership curriculum.

Steve Thomas presented information regarding tools that other organizations use for assessment. See Handouts 3 through 5 for more details.

Discussion occurred concerning various tools that can be utilized. A variety of tools are already in use by different agencies. There was some discussion about whether

evaluating leadership skills are really in the province of training or more of a supervisory function. The Committee will continue to address this issue.

Nancy Lull & Jim Cook—Professional self-development and education; Leadership Development Resource (LDR) web site and concepts.

Nancy Lull provided an overview of the process that the sub-committee has made concerning web site development. The sub-committee established goals of the web site, divided the site into two parts—curriculum and information, and developed a timeline for implementation. The estimated launch date for the site is September 16. Details for hosting the site and web site complexity will continue to be considered. The URL for the site will be www.fireleadership.gov.

Jim Cook provided information to the Committee about the structure of the web site. See Handout 6 for more details.

There will be five levels to phases of implementation:

- Level 1—Downloadable PDFs
- Level 2—Media presentations
- Level 3—Interactive/web-based (e.g., virtual staff rides, sandtable exercises, etc.)
- Level 4—Distance learning
- Level 5—Links to outside tools

Jim Cook will be the focal point for content, the Leadership Development Resource, and formal curriculum parts of the web site. Nancy Lull will handle all other aspects of the web site.

Nancy Lull and Jim Cook presented possible leadership logos to the Committee. It was agreed that a wide variety of possible choices should be available for consideration.

ACTION ITEM: Nancy Lull will seek the assistance of a contractor to develop more logo choices.

Tim Blake—Fate of S-131, S-281, S-381 and L-course implementation

Tim Blake distributed S281 and S381 issue paper, draft of a proposed 310-1 flow chart. See Handout 7 for more details.

ACTION: GATRs should outplan through 2004 for purposes of needs analysis for leadership course deliveries. Kim Bang will notify GATR members.

ACTION: Determine how long S281 and S381 should remain on the shelf. (The Leadership Committee recommends that the courses be kept on the shelf for at least

one more year. Some people are teaching customized versions of S-381 to improve the training product. This issue will be revisited this spring when it is determined what product will replace S-281 and S-381.)

ACTION: The Leadership Committee recommends that the TWT ask the fire directors on NWCG to disseminate clear “leader’s intent” to their agencies for delivery of the leadership curriculum including the mechanics of how vendor-delivered courses will be funded. This is primarily for the agencies currently using the Fireline Leadership and Incident Leadership courses. (Larry Sutton)

ACTION: Provide a link to the S-281 and S-381 issue papers on the TWT web site as well as on the BLM Training web site. (Larry Sutton)

Discussion occurred as to the modification of the 310-1 as to which leadership courses should be recommended or required. There is currently no proposal on the table for consideration by either TWT or IOSWT, however there needs to be one by the time the 310-1 revision process gets going (probably January 2003).

The role of the committee is to make recommendations as to whether leadership courses should be recommended or required for various positions. The Training Working Team will decide what to forward to the IOSWT for consideration. An important issue here is outreach to all of the states so that they are informed and have an opportunity for timely input to the recommendation and decision process.

ACTION: Conduct an SME workshop to address the issues of recommended versus required training considerations for the 310-1, by October 2002. Presentation of the findings will be presented at the joint TWT/IOSWT meeting in February 2003. (Tim Blake—primary; Jim Cook, Nancy Lull, and Larry Sutton—secondary for education of the SME group on what courses are available, how language in the 310-1 is interpreted, etc.)

Further discussion occurred concerning information needing to get to the state agencies and GATR members.

ACTION: State representatives and GATR members are requested to review the leadership courses. Slots will be made to accommodate a few representatives at a time. (Jim Cook)

Tim Blake—S-131 Issue Paper

Tim Blake gave a brief overview of the S-131 issue paper including the fact that the issue paper needs revision. The Followership to Leadership course is a 16-hour course, which is proposed to replace the current 8-hour training requirement (S-131) for FFT1.

ACTION: Revise S-131 issue paper, disseminate to the Leadership Committee for review, and present at the September TWT meeting. (Tim Blake)

Larry Sutton and Tim Blake—Inserting leadership task into NWCG Position Task Books

The basic problem is that there are very few clearly worded, measurable leadership tasks in any of the Position Task Books right now. Discussion occurred about the revision process for PTBs; methods vary. It was suggested that an SME group might be used to address this issue, specifically to identify which positions have critical needs for leadership tasks in the PTB's (e.g., Crew Boss, ICT3, DIVS). Looking at the course revision schedule will help to prioritize which PTBs should be reviewed and revised first.

ACTION: Inquire as to whether the Position Task Books are being reviewed with the S-130 and S-230 course revisions currently under way. (Tim Blake)

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. (Tim Blake and Jim Cook)

ACTION: Develop programs of work for the TWT including costs and personnel needs and discuss with Joette Borzik for presentation at the September TWT meeting. (Larry Sutton and Jim Cook)

ACTION: Schedule a meeting with the NWCG training development project leaders at NIFC after the analytical tool is developed to discuss leadership component inclusion in the course revision process. (Larry, Tim, Jim)

ACTION: Develop a memorandum to the TWT requesting that the leadership course descriptions be included into the Field Manager's Course Guide by September. (Jim Cook)

Jim Cook and Tim Blake—Fireline Leadership Delivery Analysis

Jim Cook and Tim Blake compared the costs of vendor-delivered versus internally delivered courses. Jim Cook and Tim Blake tried to search for a baseline by benchmarking existing courses but nothing exists. Therefore, the baseline is an estimate using BLM Red Card data and the assumption that people move through positions on a 3

year cycle. The data for the S381 delivery was used as a benchmark for L-381 costs. See Handout 8 for more details.

Discussion occurred concerning the use of agency personnel as additional instructors in the delivery of vendor-provided courses, as a way of reducing costs.

ACTION: Rework the Fireline Leadership Delivery Analysis Worksheet into an issue paper to more accurately reflect internal delivery and annual revision costs and address pros and cons of vendor versus internal delivery. (Jim Cook, Larry Sutton, Jim Glenn, and Tim Blake)

ACTION: Recommend that GATRs attend the Fireline Leadership course to determine the best method of incorporating an agency instructor into vendor-delivered courses. (Larry Sutton will advise Joette Borzik.)

Jim Cook and Larry Sutton—Vendor-delivered Course Specifications

Jim presented a general template—Courseware Rating Criteria—that can be used as an evaluation tool for selection of a course. See Handout 9 for a partial model and more details.

ACTION: Complete courseware rating criteria worksheets for Fireline Leadership and Incident Leadership. (Jim Cook and Larry Sutton)

Nancy Lull—Communication Plan

Nancy Lull presented a draft of the Leadership Communication Plan. Some items have yet to be included. This is a dynamic document, so items will change as situations arise.

ACTION: Continue refinement of the existing communication plan including an Outreach Plan with a final draft by the end of June. Any suggestions to the plan are to be submitted to Nancy Lull by June 3, 2002. (Nancy Lull)

NEW BUSINESS:

Larry Sutton—Leadership Committee Membership

The Committee discussed commitment to the committee. This could be a career-long commitment. Some members felt there should be a mechanism developed to opt out of the committee—including a hand-off period before opting out. Committee members will bear considerable project work for the first few years of implementation of the program. Every effort will be made to secure help from the field with specific projects. Committee

needs to continue to address participation and commitment, including suggestions for replacement of members who do not participate.

ACTION: Larry Sutton will take the issue of Leadership Committee membership commitment—including participation and reassignment by agency—to Joette Borzik for consideration at the next TWT meeting.

ACTION: Request that TWT allow a GATR member (Lynne Howard) to attend Leadership Committee Meetings. (Larry Sutton will request and place the individual on the Committee mailing list upon approval.)

ACTION: Request that the TWT allow the use of a County/Municipal representative (Mark Linane) to become a member of the Leadership Committee. (Larry Sutton will request through TWT and through the individual's supervisor. The individual will be placed on the Committee mailing list upon approval.)

Mark Linane, Ventura County Fire Department—Presentation of the Followership to Leadership test course.

Mark gave an overview of the development status, course objectives, delivery requirements, and test course evaluations of the Followership to Leadership (F2L) course.

At the present time the length of the course is listed at 8 hours. This time frame is too short to accomplish the objectives of the course.

ACTION: Leadership Committee to recommend that the length of the course be increased to 16 hours.

ACTION: Request that John Steffens of the NWCG Standards Unit evaluate the Followership to Leadership course in September in Missoula, MT, or Twin Falls, ID. (Jim Glenn authorized the use of Steffens)

Larry Sutton--Use of dedicated Leadership Committee funds

- Contractors—annual submission
 - State/non-federal travel—we can pay for such, recognize a lag in per diem reimbursement due to the nature of the administrative system
 - Federal (dedicated funds)—what if local funds won't pay? This is a legitimate use of dedicated funds at a test course but not for attendance at the Leadership Committee meetings, per long-standing NWCG policy.
 - Negotiate with the geographic area for funding travel to training by including in tuition costs.
 - If costs are less than \$2,500, Larry may give credit card approval for use of dedicated funds.
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Jim Cook—Use of academia and the Wharton School

Jim Cook introduced Mark Davidson of Wharton School Leadership Ventures. An overview was presented as to how the academic world could help the Leadership Committee with project development and implementation. Items included:

- Consultant option
 - Post-graduate work option
 - Scientific Review Panels
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Larry Sutton—Leadership Committee Charter

The TWT would like to see the charter revised to reflect a simpler mission description.

ACTION: Revise the Leadership Committee Charter and forward to Logan Lee—Chair of the TWT. (Nancy Lull)

Larry Sutton—Advanced Incident Leadership (AIL) Test Course

Larry Sutton gave an overview of the Advanced Incident Leadership test course presented at NARTC in May. The course as designed and delivered does not meet the needs of the fire community and it does not connect conceptually with the rest of the leadership curriculum below it. A new steering committee will be established by NARTC to address this course. At this point, AIL is a placeholder on the curriculum flowchart; there seems to be a consensus in the fire community that something is needed at this level. New course design/development will be considered by the new steering committee.

Jim Cook—Master Objective Hierarchy

Jim Cook gave an overview of a product that the vendor developed to identify where objectives are addressed throughout the leadership curriculum. This is a reference document. Larry Sutton has a complete hierarchy on CD-ROM.

Jim Cook—MTDC/Driessen Paper

The Safety and Health Working Team suggested that a paper by Jon Driessen, Ph.D., be included in the leadership curriculum. The Leadership Committee feels that it would be appropriate for Dr. Driessen to attend some of the courses in the Leadership Curriculum so he can become more familiar with how leadership is being taught, to see if the leadership curriculum meets the needs and issues addressed in his paper.

Jim presented a draft response to the request that will be sent to the TWT and SHWT.

Larry Sutton—Monthly Conference Calls

ACTION: Monthly conference calls will be suspended during fire season. Place this topic on the agenda for the fall Leadership Committee meeting, to determine if the calls are needed in the future. (Larry Sutton)

Larry Sutton—Fall Leadership Committee Meeting

The next meeting is tentatively scheduled for the week of September 30, 2002. The location is to be determined with San Antonio, TX, as a tentative location. This location was chosen due to the possibility of a meeting between the Leadership Committee and Brooks Air Force Base personnel. The Air Force people participate in one of the military's largest distance learning operations, and may have useful information/guidance for the Leadership Committee for the continued development of the Leadership Development Resource (LDR) web site for leadership self study.