

**LEADERSHIP COMMITTEE MEETING**  
**Boston, MA**  
**October 12-13, 2005**

Members Present: Larry Sutton, BLM; Jim Cook, FS; Tim Blake, NWCG; Dale Glenmore, BIA (Wednesday only); Paul Head, NPS (Wednesday only); Jennifer Smith, NIFC; John Wood, FWS; and Pam McDonald, logistics

Members Absent: Mark Linane, Santa Barbara County; Mark Stanford, Texas Forest Service; Jim Glenn, NWCG Liaison.

Advisors Present: Bill Miller, USFS; Robert Winston, National Fallen Firefighters Foundation (Wednesday only); David Crary, NPS; Joel Carlson, State of MA (Wednesday only)

**Wednesday, October 12, 2005**

**Introductions (Paul Head/Larry Sutton)**

Paul Head briefed the committee on logistics and meeting concerns. Due to other commitments, Paul will be unable to attend the entire meeting; David Crary filled in for Paul.

**Action Item Completion Update (Group/Pam McDonald)**

Action Items 175 and 223: The Committee agreed to combine Action Items 175 and 223.

Item 194: Pursue the concept of a stand alone leadership values and principles poster available through PMS. Chad Fisher and Tim Blake are working together on the process for getting stand alone posters into PMS. The values and principles poster has not gone through the TWT formal approval process.

**ACTION: Formally submit to the TWT the concept of a stand alone values and principles poster which would be available through PMS. (Tim Blake; Due date: November 2005) (Update of Action Item 194)**

Action Item 196: Make contact with various state academies to offer assistance with potential L-380 training needs. This item was changed to “contact state wildland fire academies in order to determine what Leadership courses are being offered and provide assistance if requested.”

**Strategy for Leadership Committee Involvement in L-480/580 Development (Larry Sutton/Jim Cook)**

The Committee no longer has a representative on the L-480/580 Development Team. The Committee discussed possible representation. Dan Kleinman was approved as representative to the L-480/580 Development Committee; John Wood will learn as much as he can about this subject in order to fill in for Dan if needed.

**ACTION: Contact Cyndie Hogg and Dan Kleinman to notify of Kleinman's appointment as Leadership Committee representative to the L-480/580 Development Committee. (Jim Cook Due date: November 1, 2005)**

**MCU Leadership Workshop Update (Jim Cook)**

The fall MCU Leadership Workshop has been canceled. The next session is slated for spring 2006. Committee members are encouraged to identify and contact interested individuals who would benefit from this opportunity.

**ACTION: Update the MCU Leadership Workshop Application Form to solicit more detailed information from the applicants. (Jim Cook/Joel Carlson; Due date: December 1, 2005)**

**ACTION: Send the previous MCU participant list to Committee members. (Jim Cook; Due date: November 1, 2005)**

**ACTION: Recruit individuals to attend the Spring MCU Workshop. (All members; Due date: December 31, 2005)**

**L-380 Evaluation Strategy and Beyond (Larry Sutton)**

Larry Sutton presented members with the L-380 evaluation instrument (Mike DeGrosky's graduate project) history.

Various avenues for completing this—Committee-driven, contracting with a private vendor or partnering with academic institutions—were reviewed to administer the evaluation instruments and conduct statistical analysis. The TWT approved funding for L-380 evaluation administration; this funding will be used to contract with a private vendor. Mike DeGrosky is a logical choice as he is the most familiar with the evaluation instruments and proposed process.

**ACTION: Contact Mike DeGrosky about the possibility of L-380 evaluation tool administration. Explore procedures for contracting. (Larry Sutton; Due date: November 1, 2005)**

**L-380 Providers—Pacific Northwest Training Center—ICI package/NOLS (Bill Miller)**

Bill Miller updated the Committee on efforts to provide L-380 through the Pacific Northwest Training Center using the ICI training package. ICI worked well with the PNW Training Center to adapt the package to meet their needs. The Bill Miller/Rowdy Muir cadre was evaluated and is certified by the USFS as an L-380 provider.

The Committee discussed its role in the L-380 vendor certification/evaluation process. Agencies can request assistance from the committee in evaluating vendors or agency cadres; certification of vendors or agency cadres as meeting the course design criteria is an agency prerogative.

The National Outdoor Leadership School (NOLS) provided a seven-day field test course of L-380. The NOLS cadre had to familiarize themselves with wildland fire leadership terminology. Working with agency evaluators, the NOLS cadre was able to provide a good test course and is on track to achieve agency certification. NOLS staff indicated a need for an agency liaison on the cadre; LJ Brown (Wyoming BLM) is filling that gap at the present time. The beta test course will be held in Moab, UT (Kim Bang, course coordinator).

**L-380 Providers—Status Report on Texas A&M L-380 (Jim Cook)**

Mark Stanford approached Texas A&M and the G. H. W. Bush Leadership School to create an L-380 training package. A joint effort between Texas A&M and ROTC has developed a package; an alpha test course is being scheduled.

**L-380 Providers—Disseminating Information to the Field (Jim Cook)**

The Committee discussed measures for disseminating information to the field on private sector and agency providers of L-380 courses.

**ACTION: Ensure that at least one member of the Committee attends the GATR meeting. (Larry Sutton/Jim Cook)**

**ACTION: Create a “What’s New” regarding changes in status of L-380 providers. (Bill Miller; Due date: December 1, 2005)**

### **National Fallen Firefighters' Foundation Life Safety Initiative (Robert Winston)**

Robert Winston briefed the Committee on the National Fallen Firefighter's Foundation and their Life Safety Initiative—"Everyone Goes Home."

The Committee discussed ways the two groups can collaborate. Life Safety Initiative #1—"Define and advocate the need for a cultural change within the fire service relating to safety, incorporating leadership, management, supervision, accountability and personal responsibility"—was identified as mirroring the mission of the Leadership Committee.

The National Fallen Firefighters' Foundation would like the opportunity to approach various NWCG Working Teams regarding communicating the "Everyone Goes Home" program to the wildland fire academies.

**ACTION: Provide a link to the Safety and Health Working Team for the National Fallen Firefighters' Foundation. (Jim Cook; Due date: December 1, 2005)**

**ACTION: Attend the Firehouse World Conference in San Diego in February 2006 to meet with NFFF representatives and address ways to collaborate. (Jim Cook)**

**ACTION: Notify Paula Nasiatka that Robert Winston may be contacting her regarding Life Safety Summit Initiative #7—"Create a national research agenda and data collection system that relates to the initiatives." (Jim Cook; Due date: October 30, 2005)**

### **L-380 Scholarship Program Strategy (Larry Sutton)**

The Committee discussed the redirection of funding earmarked by NWCG for L-course scholarships. NWCG approved line item funding for scholarships; the TWT redirected this funding to other areas. The goal of the Committee is to obtain an accurate and open channel to the NWCG parent group for the purposes of communication and resource flow.

This area is one that may be ripe for exploring other opportunities, such as working with the Fallen Firefighters Foundation to see if grant money may be available for leadership training for county, municipal and volunteer firefighters.

### **Promoting Experiential Learning (Larry Sutton)**

The Committee reviewed the proposed NWCG Annual Fireline Safety Refresher Training Strategic Plan. The plan specifically identifies the Leadership Committee as a necessary cooperator and that experiential learning should be an integral part of refresher training. The Leadership Committee would have a representative as the experiential lead on the Annual Fireline Safety Refresher Training Steering Committee. With home unit

approval, John Wood volunteered to be the Leadership Committee representative on this steering committee if it is established by NWCG.

The Committee discussed whether experiential products we presently have can be enhanced.

**ACTION: Add contact information in the staff ride portion of the Web site to identify individuals who are willing to be advisors for specific staff rides. (Jennifer Smith/Jim Cook; Due date: February 2006)**

### **Information Sharing Round Table (Group/Cook)**

Jennifer Smith presented ideas to enhance the present communication plan. The Committee will discuss during the Thursday meeting.

John Wood and Curtis Heaton are working on incorporating the leadership Values and Principles into the Fish and Wildlife Service fire management program.

Bill Miller is working with the USFS workforce diversity committee to share the western fire recruitment practices with the east.

David Crary identified Matthew Duvnek, professor at Southern Maine University, as a possible academic resource to work with states and cooperators.

Dale Glenmore mentioned that the BIA is planning to sponsor six leadership courses this training season. Dave Koch, Dale Glenmore, and Paul Fieldhouse are working on a staff ride for the Kate's Basin fire in Wyoming. Dale would accept any help that members can provide.

Tim Blake has been tasked to convert S-130 and S-190 to an online format with a field section. Tim will ensure that L-180 will be incorporated into the development, possibly with L-180 as a stand alone module.

Pam McDonald expressed concern that leadership moments are not being captured for use with the program. The group will discuss ideas during Thursday's meeting.

Larry Sutton updated the status of correspondence with the Army after visiting Fort Leavenworth. He has received a response from Lt. Colonel, Fort Monroe, regarding an MOU with Fort Leavenworth.

Jim Cook briefed the group on efforts of the Institute of Nuclear Power Operations regarding Human Performance Fundamentals. The Committee may be invited to their Human Performance Conference.

Jim Cook updated the group on a cooperative effort with Lessons Learned Center for a 1- to 2-hour presentation including a 15-minute AAR video.

### **Bin Items (Group)**

Paul Head suggests that state and cooperator entities are still unaware of many aspects of the leadership development program. The Committee needs to brainstorm ideas to reach these groups. Focus on the next organizational generations. Last week of June—Eastern Fire Supervisor’s meeting (next meeting in Wisconsin).

**ACTION: Complete previous Action Item # 192 (Mark Stanford).**

**Thursday, October 13, 2005**

### **Bin Items**

The Committee discussed the functionality of the Outreach Plan. The present plan is not meeting Committee needs. Instead of identifying all the potential audiences, the Committee decided to focus on a few target audiences, namely the New York, Tennessee/Kentucky, Missouri, Colorado, Arizona, Utah, Texas state academies (revision of Action Item #196). Additional contacts will include the three major state forester meetings (see Action Item #192), western fire chiefs, southern fire chiefs, and northeastern forest fire supervisors.

**ACTION: Contact state academies regarding L-180/280 assistance. (Tim Blake/Jim Cook; Due date: Spring 2006 LC meeting)**

**ACTION: Create a leadership display promotions page on the Leadership Web site. (Jennifer Smith/Jim Cook; Due date: December 2005)**

**ACTION: Contact Shari Downhill to obtain a photo of the leadership display at the Human Factors Workshop. (Jennifer Smith; Due date: November 2005)**

The Committee discussed the role of the committee in L-380/381 vendor certification/evaluation. Individual agencies certify whether or not vendors or agency cadres meet the intent of the course design criteria when delivering courses; however, agencies can request support in evaluating such deliveries from the Leadership Committee. This is one of the important services that the Committee can provide to the interagency community. The Committee will continue to support agency requests to evaluate 300-level L-course development efforts.

**ACTION: Create a statement regarding the Committee’s role in the L-380/381 vendor certification/evaluation process and place on an appropriate page on the Web site. (Jim Cook/Jennifer Smith; Due date: December 1, 2005)**

The Committee discussed the idea of having an “evaluation coordinator” or advisor. The Committee confirmed Bill Miller as the L-380/381 Vendor Certification/Evaluation Advisor. This will give agencies a single point of contact for requests for assistance with evaluation.

**ACTION: Place Bill Miller’s contact information on the Leadership Committee Web page and mailing list. (Jennifer Smith/Pam McDonald; Due date: October 31, 2006)**

The Committee discussed options for assisting with travel funding for agency personnel for vendor certification/evaluation. In most cases, committee members must recruit assistance from colleagues who do not have money for this purpose in their normal budgets.

**ACTION: Explore ways to expend NWCG money for agency employees’ travel expenses to assist with L-course evaluations. (Larry Sutton; Due date: December 1, 2005)**

#### **Gleason Award Process for 2006 (John Wood)**

John Wood updated the Committee on the status of the Gleason Award nomination and selection process. The following individuals have agreed to sit on the Selection Committee: Todd Schmidt, NPS; Rob Holt, USFS; Christine Keavy, BLM. Two more individuals are needed to complete the team. The meeting will be held in Portland, OR, in January 2006.

The Committee discussed acknowledging nominees for the Gleason award; in some cases, individuals may not even know that they were nominated for an award.

**ACTION: Create a certificate to acknowledge nominees for the Gleason Award. (Pam McDonald; Due date: January 2006)**

#### **Gleason Award/Support Gift Ideas (Larry Sutton/Jim Cook)**

The Committee discussed honoring Gleason Award recipients with something in addition to the plaque. The Committee will pursue options.

The Committee discussed gift ideas for honoring individuals who support a variety of leadership development initiatives.

**ACTION: Pursue avenues for creating appreciation gifts. (Bill Miller/Jennifer Smith; Due date: December 2005)**

### **Leadership Doctrine Development (Tim Blake)**

Tim Blake briefed the Committee on efforts made to create a leadership doctrine framework and phases for completing the development process.

**ACTION: Create a 10-person Fireline Leadership Doctrine Development ad hoc committee (2 people for each of the 5 identified units) and meet prior to January 31, 2006. (Tim Blake/Jim Cook; Due date: November 30, 2005)**

### **Fatality Fire Posters (Larry Sutton)**

The BLM Training Unit with assistance from the BIA produced fatality fire posters for use at the Wildland Fire Training Center at McClellan, CA. The TWT approved putting the poster series in PMS and tasked the Leadership Committee with marketing the product to the field.

**ACTION: Once the Fatality Fire poster series is available in PMS, create a link on the Web site to market the product. (Jennifer Smith)**

### **Leadership Committee Succession Planning (Larry Sutton/Jim Cook)**

The Committee discussed the need for members to consider measures for their succession. The Committee expectation is that members identify individuals within their agency to mentor through guest attendance and ad hoc tasking. Larry Sutton also offered to rotate out as Committee Chair, but the Committee was comfortable with him retaining that post.

### **Web Site FAQs (Jim Cook/Jennifer Smith)**

The Committee reviewed the Web site FAQs to determine if changes were needed. Jim Cook presented the Web site usage statistics, which indicate a trend of steady increase in both the number of hits on the site as well as the average length of time that visitors spend there.

### **Next Meeting**

Tentative date: Week of February 21, 2006

Location: San Diego, CA