

**LEADERSHIP COMMITTEE MEETING
Houston, Texas
October 28-30, 2003**

Monday, October 28, 2003

Members Present: Larry Sutton—Chairperson, BLM; Nancy Lull, NIFC; Mark Linane, Santa Barbara County; Tim Blake, NWCG; Jim Cook, FS; Steve Thomas, ODF; Pam McDonald—administrative support, BLM

Advisors Present: Lark McDonald, MCSolutions; Vi Hillman, FS/BLM; Mike DeGrosky, Ft. Hays graduate student; Steve Dickenson, FS

Members Absent: Mark Linane and JT Reynolds

Region 4, L-380 Evaluation Results (Vi Hillman and Lark McDonald) (Handout #1)

Vi Hillman and Lark McDonald presented the results of an evaluation that was conducted during August 2003. This evaluation attempted to determine whether or not the Fireline Leadership course is changing leader behavior. The evaluation enumerated many different ways in which this course appears to be having a positive impact on the behavior of leaders in wildland fire organizations.

ACTION: Send formal L-380 evaluation report (*Training Evaluation and Needs Assessment*) to LC members by December 2003. (Hillman and P. McDonald)

ACTION: Create a briefing paper for TWT concerning the L-380 *Training Evaluation and Needs Assessment* by December 2003. (Sutton, Hillman, and L. McDonald)

ACTION: Remain in contact with Vi Hillman and Lark McDonald concerning the L-380 *Training Evaluation and Needs Assessment*. (Sutton)

ACTION: Place a copy of the L-380 *Training Evaluation and Needs Assessment* report on the Leadership website. January 2004. (Cook and P. McDonald)

Evaluation Study Proposal – Michael DeGrosky (Handout #2)

Mike DeGrosky made a presentation to the Leadership Committee requesting to prepare a method for evaluating L-380, Fireline Leadership training, as a graduate project for Ft. Hays State University. Specific methodology for his project was presented.

The Leadership Committee determined that a Level 3 evaluation tool would be most beneficial and that it would be in the best interests of the Leadership Committee and its efforts to develop evaluation tools that Mike DeGrosky be allowed to pursue his

graduate project. The committee will cooperate with Mr. DeGrosky toward this end.

Course Description and Criteria for L-381—Jim Cook (Handouts #3 and 4)

Jim Cook presented a draft L-381 Course Description and Criteria for L-381 proposal.

ACTION: Rephrase the draft L-381 Course Description and Criteria proposal to reflect a recommended course length instead of a minimum course length. (Jim Cook, January 2004)

ACTION: Comments or concerns about the draft L-381 Course Description and Criteria proposal are due to Jim Cook by November 21, 2003. (All members)

ACTION: Submit the draft L-381 Course Description and Criteria proposal to the TWT representatives for consideration at their February meeting. (Jim Cook and Larry Sutton)

L-380 and L-381 Standards Review—Jim Cook/Larry Sutton

The Leadership Committee discussed issues that members are experiencing concerning vendor requests for developing leadership courses and whether such courses are meeting course criteria.

ACTION: Create an appendix to the L-380/381 course criteria specifications that assists agencies in identifying whether vendor-delivered courses meet course criteria. (Jim Cook/Tim Blake)

ACTION: Follow up with Jim Glenn to clarify NWCG Issue Paper 40, *Leadership Curriculum Design and Delivery Strategy*. (Larry Sutton/Jim Cook)

Equivalency for S-281 and L-280—Larry Sutton

The Leadership Committee discussed that there is no equivalency between S-281 and L-280. The subject matter and course objectives are not equivalent. S-281 was never a required course in the 310-1; that course has now been eliminated from the curriculum.

Communication/Outreach Plan 2004 Focus—Nancy Lull/Larry Sutton (Handouts #5 and 6)

Nancy Lull reviewed the Communication/Outreach Plan with members. The following items were identified as needing to be conveyed to the field for 2004:

- Leadership curriculum proposals for inclusion in the revised 310-1.
- Communication of the removal of S-281 and S-381 and impacts on the system.
- Communication of the Issue Paper 40 concept.

- Awareness that L-480 is approximately one year from completion, and course development work on L-580 has not yet begun.
- Leadership reward/recognition program development and implementation.
- Progress in our efforts to develop course evaluation methods.

How do we reach the field and what is the message?

- Strategy papers that can be used as a leave-behind handout.
- Miniature PowerPoint presentations.
- Communication through other NWCG working teams (e.g., TWT and IOSWT)

ACTION: Develop strategy papers for major issues by January 1, 2004. (Nancy Lull)

ACTION: Develop a refresher PowerPoint presentation for audiences that have already been introduced to the Leadership curriculum by January 1, 2004. (Nancy Lull)

ACTION: Update the FAQ section of the Leadership web site. (Larry Sutton/Nancy Lull)

The Leadership Committee expressed the need for more dialogue with State fire management organizations to promote the leadership curriculum.

Target audiences:

- International Association Fire Chiefs (Reno, March 2004)
- State Foresters
- Contractors

ACTION: Get contractor/state personnel contact information to Steve Thomas from Don Artley by December 2003. (Larry Sutton)

ACTION: Obtain meeting information for contractors by December 2003. (Steve Thomas)

ACTION: Obtain a link from the National Fire Plan web site to the Leadership web site by January 2004. (Nancy Lull)

ACTION: Brief the GATRs on the status of the Leadership curriculum at their November meeting in Florida. (Wood)

ACTION: Make contact with Rich Caballero concerning issues for briefing the GATRs in November. (Tim Blake/John Wood)

ACTION: Include Lynne Howard on the mailing list for the LC meeting minutes. (Larry Sutton)

Leadership Web Site Update—Cook (Handout #7)

Jim Cook gave the status of the Leadership web site as well as field use of the web site. Phase I of the web site plan is nearly completed. Chad Fisher is completing a section of the Leadership Toolbox entitled *Employ Subordinates Appropriately*; completion is expected prior to 2004.

Phase II web site development will be more interactive in nature and will be more expensive to implement than Phase I. Some items that are being considered for Phase II include:

- Library of complete staff ride packages
- Web-based training package
- Series of questions with the purpose of refreshing competencies/courses

The Leadership Committee altered Action Items 84 and 85 to reflect Jim Cook as contact for the “What’s New” and “Frequently Asked Questions” sections of the web site.

Formalizing MCU Nomination Process—Cook/Sutton

Jim Cook and Larry Sutton led a discussion concerning whether or not a formal nomination process was necessary for selecting Marine Corps University attendees. The Committee did not feel that a formal process was necessary at this time. They recommended that groups be briefed during outreach meetings concerning the MCU opportunity. The Committee also suggested that a portal be created on the Leadership web site where the field could submit names for consideration.

ACTION: Provide a portal on the Leadership web site for the field to submit names for consideration to attend the MCU Leadership Workshops. (Cook)

Revision Cycle for L-180 & L-280—Tim Blake/Jim Cook

Tim Blake and Jim Cook led a discussion on whether or not the leadership curriculum fits the normal NWCG revision process. The following schedules were agreed upon by the Committee:

- Off-the-shelf courses should be revised as needed and determined by the Committee with S-130 and L-180 being revised at the same time with different SMEs (Leadership Committee to provide an SME.).
- L-280 as needed.
- L-480/580—each time the course is presented.

The following questions were presented:

How do we revise contractor-delivered training?

- We do not update contractor-delivered training.
- We manage course criteria as needed.

How often do we look at each course?

- L-180 and L-280 on the normal NWCG revision schedule.
- Other courses as needed and determined by the Leadership Committee.

Publication catalog entry for L-380—Jim Cook (Handout #8)

Jim presented the draft course descriptions for L-180 and L-280 that will be placed in the 2004 NFES Catalog.

Action Item Log Review—Pam McDonald

Pam McDonald led the Leadership Committee through the Action Log. Items were dropped and dates of completion were entered.

ACTION: Update the Action Item Log and distribute to LC members upon Chairperson meeting minutes review. (Pam McDonald)

Wednesday, October 29, 2003

The Leadership Committee visited NASA's Johnson Space Center and received briefings from representatives of the United Space Alliance (a major NASA contractor). Topics of discussion centered on methodologies used by NASA to train crews and flight controllers. Specific issues relating to crew cohesion, risk management and leadership development were discussed.

Thursday, October 30, 2003

After Action Review—Johnson Space Center Visit

Leadership Committee members participated in an after action review discussing their visit to the Johnson Space Center. The following items were discussed:

- Organizational commitment to training.
- NASA doesn't grade simulation participants.
- Instructor cadre is full-time and dedicated to particular personnel and missions.
- Large instructional problems—top level, no commitment to safety; it took a major catastrophe to refocus safety.
- Space Flight Resource Management (similar to CRM) validates our Human Factors/foundation training approach.
- After Action Review approach—good at the unit level but not cross-organization (similar to fed FF).
- Shows the good work that the Leadership Committee is doing—accuracy and assertiveness.
- Evaluation of trainees was weak.

- We separate the mission and support training; they don't.
- Network benefit—build contacts.

L-480/580 Development Progress Update—Mark Linane via teleconference

Mark Linane gave a briefing of the September 24 and 25, 2003, meeting of the L-480/580 Steering Committee. The following items were discussed/determined by the Steering Committee.

- There is no difference between a Type I and Type II team for the purposes of leadership training and development.
- Main emphasis right now will be on development of L-480.
- Decisions on contractors versus in-house instruction will be made at a later date.
- Consideration should be given to an IMT Leadership Academy (2-week commitment)—L-480 and S-420 have been scheduled back-to-back (2-week course) on NARTC's training calendar for 2005.
- Concept for the course is one of leader self-analysis; L-580 would be of a continuing education nature.
- Timelines: Faculty meeting, October 18, 2004; course presented, February 28, 2005.
- Next conference call, November 12, 2003, 0800 MDT; next meeting, Spring 2004
- Committee developed a basic course outline for L-480.

ACTION: Distribute a copy of the draft course outline to LC members. (Mark Linane and Pam McDonald)

ACTION: Establish a connection between the L-480/580 Steering Committee and the S-420 NWCG Project Leader. (Tim Blake and Cyndie Hogg)

Workshop

Leadership Courses and the 310-1:

Leadership Committee members finalized recommendations for incorporating the Leadership curriculum into the revision of the 310-1. These recommendations will be sent to the Training Working Team for consideration at their December meeting, and then presented to the Incident Operations Standards Working Team at their February meeting.

ACTION: Draft a briefing paper to accompany the 310-1 Leadership template by November 2003 for consideration at the December 2003 TWT meeting. (Larry Sutton)

Reporting Documents: (Handout #9)

Leadership Committee members brainstormed the types of reports that should be developed and maintained by the group. The following documents were identified:

Status Report

Audience: Contacts within the fire community who have prior knowledge of the wildland fire leadership development program and an interest in it.

Update Schedule: Bi-annually in conjunction with Leadership Committee meetings

Responsibility: Jim Cook

Accomplishment Log

Audience: TWT/NWCG

Update Schedule: Annually after fiscal year

Responsibility: Larry Sutton

Program Overview

Audience: Everyone

Update Schedule: As needed

Responsibility: Nancy Lull

Action Log

Audience: Leadership Committee Members

Update Schedule: Continually with review at each Leadership Committee meeting

Responsibility: Pam McDonald

ACTION: Finalize the Status Report and place on the Leadership web site by November 2003. (Jim Cook and Pam McDonald)

ACTION: Update the Accomplishment Log and place on the Leadership web site by December 2003. (Larry Sutton and Jim Cook)

Leadership Recognition Program:

The Leadership Committee established a leadership recognition program called the *Paul Gleason Lead by Example Award*.

The award will be given in each of the following categories:

- Duty
- Integrity
- Respect

ACTION: Develop the nomination process for the *Paul Gleason Lead by Example Award* by January 2004. (Steve Dickenson, John Wood, and Jim Cook)

ACTION: Develop a selection process for the *Paul Gleason Lead by Example Award* by February 2004. (John Wood and Steve Dickenson)

ACTION: Design and obtain the physical awards for the *Paul Gleason Lead by Example Award* by February 2004. (Nancy Lull and Jim Cook)

ACTION: Prepare a briefing paper concerning the Leadership Recognition Program by January 2004 for consideration at the February TWT meeting. (John Wood/Jim Cook)

Leadership Course and Program Evaluation: (Handout #10)

Steve Thomas presented possibilities for evaluating leadership courses as well as the overall leadership program.

ACTION: Review Steve Thomas' Draft Leadership Course and Program Evaluation memorandum for discussion at the February Leadership Meeting. (All members)

Next Leadership Meeting

Tentative Date: Week of March 22, 2004