

**LEADERSHIP COMMITTEE MEETING
Tucson, AZ
October 19-21, 2004**

Members Present: Larry Sutton, BLM; Jim Cook, FS; Mark Linane, Santa Barbara County; Tim Blake, NWCG; John Wood, FWS; Nancy Lull, NIFC; and Pam McDonald, logistics

Members Absent: Steve Thomas, ODF; JT Reynolds, NPS; Dale Glenmore, BIA

Advisors Present: Bill Miller, USFS; Al Crouch, BLM; Bill Vandevort, North Tree Fire; Mike DeGrosky, the Guidance Group; Mark Stanford, Texas Forest Service; Paula Nasiatka, USFS; Deb Corner, USFS

Introductions and Action Item Update (Larry Sutton/Pam McDonald)

The Committee agreed to convert action items that are continuous and ongoing to Standard Operating Procedures instead of leaving them in the action log indefinitely.

2005 Gleason Award Action Plan (John Wood)—Handout #1

Wood presented the 2005 Gleason Award Action Plan. The committee provided input for changes to the plan and requested that nominations be forwarded to them electronically for informational purposes only.

The selection panel will meet the week of January 24, 2004, in Portland, OR.

ACTION: Send names for possible selection panel membership to John Wood by November 12. (Jim Cook and Nancy Lull)

ACTION: Create a timeline for the award process and send out for committee review. Send final draft to Jim Cook for placement on the Web site by December 1. (John Wood)

ACTION: Update the Gleason Award Action Plan to incorporate suggestions from the Committee by December 1. (John Wood)

ACTION: Send 2004 award winner citations to Jim Cook for archival on the Web site by November 1. (Nancy Lull)

ACTION: Develop a briefing packet for supervisor notification and send to John Wood by November 12. (Nancy Lull)

ACTION: Order 12 more "Lead by Example" plaques (less name plates) by December 3. (Nancy Lull)

ACTION: Create a Paul Gleason Lead by Example Award brochure by November 19. (Nancy Lull)

ACTION: Obtain nomination process Web links on NIFC and USFS Office of Fire & Aviation Web sites by December 3, 2004. (Nancy Lull and Jim Cook)

Communication Plan (Nancy Lull)

Nancy presented the committee with updated outreach tools including bookmark, one-page handout (Handout #2), and an 8' x 10' traveling display (Handout #3 for display text).

The committee discussed the 2004 Outreach Plan (Handout #4) and discussed whether a committee member should be tasked with oversight to ensure the committee is represented at meetings. The idea was tabled.

An article in *Wildfire* magazine showcasing the 2004 Paul Gleason *Lead by Example* Award recipients should be published soon.

ACTION: Develop an overall leadership brochure by December 31. (Nancy Lull)

ACTION: Obtain the updated one-page handout and post it on the Web site. (Jim Cook)

The Committee discussed whether or not there is a continuing need for maintaining a basic leadership PowerPoint presentation—decided to maintain an annually revised presentation that can be accessed on the Web site.

FY 2005 Leadership Committee Budget (Larry Sutton)

Larry briefed the committee on the \$25,000 budget; slight increase in funds from last year.

Web Site Report (Jim Cook)

Jim briefed the committee on the Web site statistics (Handout #5) and updated features—About Leadership and Leadership in Cinema.
Upcoming Web site features: tactical decision game library and updated Professional Reading Program.

Jim requested the members create “What’s New” paragraphs, at least one every six months.

Jim requests that committee members forward short leadership essays (2-4 page maximum) for inclusion on the web site.

Course Criteria Revision (Jim Cook and Bill Miller)

Jim distributed the course criteria format that was developed for L-380 and L-381, now available on the Web site (Handout #6).

Bill Miller briefed the committee on the alpha and beta evaluation process that was successfully used to evaluate a prospective L-380 vendor. Jim and Bill noted that minor revision is needed to the existing evaluation process model.

ACTION: Submit revised course criteria to the TWT for approval, via an Issue Paper, by December 1 (Jim Cook/Bill Miller).

Leadership Manual Proposal (Mark Linane)

Mark proposes that a leadership manual be created—references included excerpts from *The U.S. Army Leadership Field Manual* (Handout 7) and *Chief Officer* (Handout 8).

ACTION: Develop an issue paper proposing that NWCG Training Development undertake creation of a wildland fire leadership field guide. (Tim Blake/Mark Linane)

IAWF Human Factors Workshop in 2005 (Jim Cook)

Jim Cook briefed the committee on the IAWF Human Factors Workshop and what presence the Leadership Committee should have at the workshop (Handout 9).

ACTION: The Leadership Committee will have a display at the IAWF Human Factors Workshop on April 25-28, 2005. (Nancy Lull, lead)

ACTION: Develop a targeted presentation for the IAWF Human Factors Workshop by the end of February 2005. (Larry Sutton/Jim Cook/Nancy Lull)

Place the *Findings from the 1995 Human Factors Workshop* .pdf on the server for the Leadership web site. (Pam McDonald/Jim Cook)

Roundtable on Working Partner Activities (All members)

Jim Cook gave a briefing on the Marine Corp University. Due to turnover at MCU, connections are being re-established to continue the workshops. MCU continues to providing staff ride creation support.

Jim Cook briefed the Committee on the Wharton School of Business; they will be sending a couple of people to assist with the National Staff Ride Workshop.

Mark Linane presented information regarding the FEMA Professional Development Series (Handout 10).

ACTION: Compare the online FEMA Professional Development Series course work with the L-380 criteria and provide conclusions to Jim Cook by February 2005. (Pam McDonald/Al Crouch/Bill Miller)

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Vale BLM Leadership Program (Al Crouch)

Al Crouch presented the Vale BLM's approach to implementing leadership at the local unit level. (Handouts 11-13) This unit has seen increases in buy-in from personnel at all levels and feel that their program has been a great success.

ACTION: Work with Al Crouch to package materials used in the Vale District program for use by other locations/agencies by the next Leadership Committee meeting (Larry Sutton)

L-480 Update (L-480 Workgroup)

Bill Waterbury provided the Committee with an update on the development of the L-480 course. The course is scheduled to be delivered the week of March 21 at NAFRI. S-420 will be presented the following week.

The workgroup informed the Committee of the format that is envisioned for L-580—seminar in nature including staff rides, MCU participation, and continuing education.

L-380 Evaluation Project (Mike DeGrosky)

Mike DeGrosky updated the Committee on the status of his graduate project to develop an evaluation methodology for L-380. (Handouts 14-17)

The Committee approved testing of the L-380 evaluation instruments that have been developed, after revision to the before/after evaluation tool has been completed.

ACTION: Provide suggestions for changes to the L-380 evaluation instruments to DeGrosky by October 29. (All members)

ACTION: Identify five upcoming L-380 courses on which to test the Level 1 and 2 instruments by October 29 (Larry Sutton)

ACTION: Randomly select three Spring 2004 courses to expand the sample size for evaluating the participant post-course instrument by October 29. (Jim Cook/Larry Sutton)

ACTION: Draft a cover letter to agency personnel to accompany DeGrosky's L-380 evaluation instruments by December 17, 2005. (Larry Sutton)

ACTION: Distribute the L-380 evaluation instruments with cover letter to personnel being surveyed, by the middle of January 2005. (Pam McDonald)

Open Forum—Improving Information Transfer to Cooperators

The Committee along with Mark Stanford and Bill Vandevort brainstormed ways to improve communication between the Leadership Committee and state agencies and the private wildland fire service. Improved communication will help dispel misconceptions that have arisen about the leadership development program.

ACTION: Obtain contact information from Mark Stanford and Bill Vandevort regarding leadership presentation venues, i.e., names of stakeholder groups along with meeting dates and locations. (Larry Sutton, Jim Cook, Mark Stanford)

Review of M-581 Lesson Plan (Deb Corner)

Deb Corner presented the M-581, Fire Program Management, lesson plan. (Handout #18)

ACTION: Review Unit 1, Leadership, from the M-581 course and provide feedback to Jim Grant with a carbon copy to Bill Miller by December 31, 2004. (All members)

Lessons Learned AAR & STEX Package (Curtis Heaton)

Curtis advised the Committee of efforts in the Southwest regarding staff rides and sand table exercises.

ACTION: Send an updated copy of the leadership Web site and the Rock Creek Staff Ride to Mike Bland by October 29. (Jim Cook)

ACTION: Update the AAR section of the Leadership Toolbox by April 2005. (Curtis Heaton)

Lesson Learned Center (Paula Nasiatka)

Paula briefed the Committee on the mission of the Lesson Learned Center (LLC) and services that LLC can provide. (Handouts 19-20)

Use of STEX/TDGS in NWCG Courses (Tim Blake)

Tim Blake briefed the Committee on the increasing incorporation of STEX/TDGS into NWCG courses. The question was posed as to whether a self-study, off-the-shelf course would be beneficial to the field. The Committee decided that a course is not necessary but incorporating a sand table component into the next revision of M-410 should be recommended.

ACTION: Notify the NWCG Standards Unit that sand table and AAR facilitation components be incorporated in the next revision of M-410. (Tim Blake)

Leadership Analysis Tool (LAT) Revisited (Tim Blake)

Tim Blake updated the Committee on the success with the implementation of the Leadership Analysis Tool. Tim solicited input from the Committee for suggested revision of the LAT.

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Training Working Team Briefing (Jim Glenn)

Jim Glenn briefed the Committee on leadership-related issues from the Training Working Team/IOS Working Team meetings.

Other Business

The Committee approved the proposal that Mark Stanford, Texas Forest Service, become a member of the Leadership Committee.

ACTION: Update leadership documents and Web site to reflect Mark Stanford's inclusion on the Leadership Committee and distribute to members by October 29, 2004. (Jim Cook and Pam McDonald)

The Committee discussed whether conducting L-380 crosswalk efforts with other leadership courses/systems should be pursued and if so, how.

ACTION: Obtain California's process for crosswalking NWCG courses and report at the March Leadership Committee. (Mark Linane)

ACTION: Contact OES regarding grant process and report at the March Leadership Committee. (Mark Linane)

ACTION: Obtain information regarding the NWCG/NFPA workgroup crosswalk process and report at the March Leadership Committee. (Larry Sutton)

The Committee discussed the draft Committee Responsibilities document, which lists the duties and responsibilities of the Committee. A desired outcome is to define responsibilities and provide documentation for new Committee members.

ACTION: Review the draft Committee Responsibilities for completeness and organization. Identify any responsibilities that require an expanded SOP; e.g., Paul Gleason Award. Submit input to Larry Sutton by December 6, 2004. (All members)

Next Meeting

Tentative date: Week of March 28, 2005 Location TBD.