

LEADERSHIP COMMITTEE MEETING
Philadelphia, PA
April 15-17, 2008

Agency Representatives Present: Doug Alexander, NPS; Jim Cook, USFS; Brian Fennessey, San Diego City FD; Ted Mason, BLM; Chris Wilcox, FWS; Duane Tewa, BIA

Agency Representatives Absent: Mark Stanford, Texas Forest Service

Liaisons/Advisors: Jim Glenn, TWT Liaison (BLM); Tim Blake, NWCG Training (BLM); Jennifer Smith, WebMaster (BLM); Pam McDonald, Logistics Coordinator (BLM); John Wood, Gleason Award (USFS); Bill Miller, L-180/280 Revision Project (USFS); Dan Kleinman, L-480/580 Steering Group Liaison (USFS)

L-480/580 Steering Group: Cyndie Hogg (NAFRI); Bill Molumby (FWS); Dave Koch (BIA); Bill Kaage (NPS); Kurt LaRue (BLM)

TUESDAY, APRIL 15

Welcome and Introductions (Jim Cook)

Jim Cook welcomed the group. Brian Fennessey will replace Mark Linane as the local/municipal representative to the committee.

Open Action Log (Pam McDonald)

Pam McDonald reviewed the Open Action Item Log to solicit the status of items generated from the previous meeting. Members provided a brief synopsis as well as status of each action item.

Action Items Completed: #334, 335, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 348, 349, 351, 353, 354, and 355

Action Items Dropped: #336 and 352

Action Items Moved to SOPs: #333 and 350

Action Items Remaining Open:

#303: LC members agreed that there is relevance in pursuing contacts with Ft. Leavenworth regarding an NCO training opportunity under the existing MOU. Duane Tewa and Bill Miller will tie in with Larry Sutton.

324: Jim Glenn has made the TWT aware of the L-380 Evaluation Project. Ted Mason will create the formal briefing paper for presentation at the May 2008 TWT meeting.

#332: The LC continues to find merit in conducting at least one L-380 test focus group. Ted Mason, Bill Miller, and Tim Blake will continue with conducting the focus group prior to the fall 2008 LC meeting.

#347: As per Issue Paper #93, efforts will continue to establish a leadership forum on myfirecommunity.net. Cyndie Hogg/Deb Corner and Jennifer Smith will continue with this effort.

Lead by Example (LBE) Award (John Wood and Jennifer Smith)

John Wood briefed the LC on recent suggestions for improving the LBE process. Recent concerns were made about presentation venues and a request that nominators be advised when their nominee is selected for the award. The LC agreed that the actual presentation of the award is supervisor/agency driven, but that the operating plan can be update to include suggestions for venues and nominator and family notification by the selected recipient's supervisor.

The LC agreed that a change be made to the LBE operating plan to move the deadline for surprise nominations to April 15.

ACTION ITEM: Revise and post on the website the Lead by Example Operating Plan including award presentation venue ideas, nominator notification by selected recipient's supervisor, and surprise presentation deadline of April 15. (John Wood and Jennifer Smith)

Jennifer Smith notified the LC that six LBE displays are under production and will be sent to various training centers in the coming weeks. The LC discussed having at least one display available for LC member use at meetings and presentations.

ACTION ITEM: Order two LBE award displays for use by LC members by June 2008. (Jennifer Smith)

LC members were encouraged to personally nominate or solicit through agency networks at least one LBE nomination per year. E-mail reminders will be sent by the LBE Award Coordinator at the beginning and end of the fire season as reminders to solicit the award through their agency networks.

Budget Update (Pam McDonald and Jim Glenn)

(Handout: NWCG Leadership Committee Budget Spreadsheet)

The LC discussed expenditures that have been made to the leadership budget and what changes should be made to future budget requests.

Significant problems were encountered with the funding of state tuition funding through BLM expenditure of the leadership budget. Efforts are being pursued to obtain funding the courses that were targeted for 2008 after which time the goal of providing state sponsorship of leadership courses will have been met. Due to problems with expending leadership budget funds through the BLM, the LC determined that dropping the NWCG funding request for state scholarships was necessary.

ACTION: Write a briefing paper to the TWT regarding the funding request for state scholarships for leadership courses and present to the TWT at their May 2008 meeting. (Jim Cook and Ted Mason)

The LC discussed budget needs through the fiscal year. Needs identified: Leadership is Action project, LBE displays/ads, LBE pewter boots, L-180/280 revision travel, *Book on Books* production, and L-380 focus group travel.

L-180/280 Revision Project (Bill Miller and Tim Blake)

Tim Blake and Bill Miller briefed the LC on the status of the L-180/280 revision project. The revision process using MC Solutions is going well. The biggest change in L-180 was the incorporation of the AAR process. The biggest changes in L-280 included ethical decision making, FLAC, and facilitating AARs. Upon conclusion of the project, L-180 and L-280 will have the same look and feel and meet current media standards.

The video portion of the project is incomplete at this time. Filming is set for May 12-16, 2008, filming in Boise.

Both courses are scheduled for production this fall with availability through PMS near the calendar year's end.

Leadership Website (Jennifer Smith)

Jennifer Smith briefed the LC on accessibility issues that have come up with the NIFC website and server. A compliancy complaint was made on the NIFC website. Accessibility changes that were made to the leadership website previously no longer meet current standards. Jennifer will be working on the site to bring it into compliancy.

Leadership is Action – Preparation (Jim Cook, Dan Kleinman, and Cyndie Hogg)

The L-480/580 Steering Group joined the LC members to discuss *Leadership is Action* and the afternoon meeting with the Wharton Leadership Center.

Cyndie Hogg briefed the group on changes being made at NAFRI regarding course coordination/coordinator alignment. Deb Corner will be transitioning with Cyndie Hogg to coordinate L-480 and L-580.

Jim Cook briefed the group on the logistics and intent of the afternoon meeting with the Wharton Leadership Center.

Jim Cook also led the group in discussion regarding *Leadership is Action* including the continued support to not identify this level of the program with a course number. The LC supported the idea that *Leadership is Action* as a continuing education opportunity.

Bill Molumby briefed the LC on IC/AC group support of the *Leadership is Action* concept.

Bill Molumby and Dan Kleinman discussed how *Leadership is Action*-type activities/speakers were or will be used with IMTs at team meetings.

Dan Kleinman briefed the leadership development with two new NIMO teams using an academy-type environment. Topics will range from basic employee orientation to team development exercises such as staff rides.

Wharton Leadership Center – Dr. Mike Useem and Staff (On-campus presentation)

Dr. Mike Useem and staff from the Wharton Leadership Center presented leadership development techniques they use at various leadership levels—undergraduate, graduate, executive. The team discussed such items as conferences, ventures, and workshop series.

Leadership is Action – Next Steps (All Members)

The LC/L-580 Steering Group discussed the Wharton Leadership Center presentation and what items could be applied within the Leadership is Action initiative. The LC determined that the framework for Leadership is Action (establish a web forum, provide IMT and IC/AC annual meeting presentation support, and symposiums) continues to be the path to follow for Leadership is Action and that partnering options with the Wharton Leadership Center should be explored. The groups would like to pursue the possibility of a leadership conference and how to use NIMOs and IMTs to administer/coordinate *Leadership is Action* events.

The LC/L-580 Steering Group determined that an initial *Leadership is Action* event should be offered in 2009.

WEDNESDAY, APRIL 16, 2008

Leadership is Action – Website (Cyndie Hogg)

Cyndie Hogg presented a website forum that has been created for *Leadership is Action* on the Lessons Learned Center's website (MyFireCommunity.net).
(Handout: *Wildland Fire Lessons Learned Center*)

The L-480/580 Steering Group will manage the Leadership is Action forum. Chris Wilcox will be the LC liaison.

ACTION: Formalize the Leadership is Action neighborhood on the Lessons Learned Center's MyFireCommunity.net environment and present at the Fall LC meeting. (L-480/580 Steering Committee)

Wharton Leadership Center (Dr. Mike Useem/All)

(Handouts: *Learning to Make Leadership Decisions, Mike Useem; Wharton Leadership Program, Jeff Klein PowerPoint presentations*)

The LC/L-580 Steering Group met with the Wharton Leadership Center to further discussions regarding the *Leadership is Action* concept.

The LC and the Wharton Leadership Center staff discussed the opportunity to partner with one another in future ventures.

The Wharton Leadership Center extended the opportunity to the LC for 12 individuals to attend the 12th Annual Wharton Leadership Conference on June 18 for a nominal fee.

Some members of the LC/L-580 Steering Group attended a Wharton Leadership Center class where Dr. Useem used Mann Gulch as a teaching tool.

L-480 Maintenance (Bill Molumby)

Cyndie Hogg briefed the group on a cease and desist order on a section that was in L-480 coursework. The decision was made between Larry Iverson, Bill Molumby, and Merrie Johnson (NAFRI) to remove the section from the coursework.

Bill Molumby briefed the group on L-480 presentations including potential new provider Doug Booster. There were a few deficiencies in the presentation, but the evaluation group has no doubts that this vendor can make the changes necessary to become an approved provider of L-480. The LC suggested that the second evaluation be in a different GACC. (*Handout: Letter from NAFRI regarding L-480 new vendor evaluation*). Bill Molumby notified the LC that there needs to be approximately six months lead time to work with new vendors.

Bill Molumby briefed the LC on L-480 maintenance items and recommendations. (*Handout: L-480 Maintenance and Recommendations, Spring 2008*) The LC concurred with the maintenance recommendations.

The GATRs will have an L-480 AAR at their May 2008 meeting. Ted Mason and Duane Tewa will be in attendance.

ACTION: Conduct an L-480 AAR with GATRs at their May 2008 meeting and provide feedback to L-480 Steering Group. (Ted Mason and Duane Tewa)

The LC discussed whether the L-480 vendor evaluation tool can handle a deviation from the packaged materials that were created by Larry Iverson. The L-480 Steering Group confirmed that the L-480 evaluation tool fully supports the course objectives and can support such deviations.

Futuring

The LC discussed succession planning and election of a co-chair. Chris Wilcox was nominated and approved as co-chair.

The LC discussed their focus for 2009-2010. Items of interest included:

- L-380/L-381 criteria review
- Ad hoc training product ideas
 - L-380/381 leadership refresher/continuing education
 - Develop more in-depth human factors training
 - Promote staff rides in more systematic way
- Continue benchmarking other organizations / Non-fire case studies
- BLM-CA Innovation summit re-established
- Leadership reaction course facility
- Address liability issues in context of leadership roles

Gettysburg Preparation (Retired Lt. Col. Eric Carlson)

Eric Carlson prepared the group for the Gettysburg staff ride scheduled for Thursday, April 17, 2008.

THURSDAY, APRIL 17, 2008

The LC/L-580 Steering Group traveled to Gettysburg National Military Park via chartered bus and participated in a staff ride set up for potential use with *Leadership is Action*. The LC/L-580 Steering Group determined that the Gettysburg Staff Ride is a valuable event for the *Leadership is Action* program and recommends that the L-580 Steering Group pursue avenues to implement the first staff ride in spring 2009.

The groups discussed ways of furthering the effort including potential partnering with L3 Communications (vendor on the GSA schedule) and tasking a NIMO with administration of the project. Bill Molumby will be the point of contact regarding *Leadership is Action* financial concerns.

ACTION: Submit briefing paper requesting NIMO assistance. (Jim Cook)

ACTION: Coordinate with NIFC contracting personnel to develop a contract with L3 Communications (currently on the GSA schedule) for formalization of a Gettysburg staff ride aimed at senior level leaders. (Ted Mason and Bill Molumby)

ACTION: Inquire with NAFRI contracting personnel about possibility of assistance with Leadership is Action. (Cyndie Hogg)

ACTION: Conduct a follow-up L-580 Steering Group meeting on June 17, 2008, to develop a Gettysburg Staff Ride plan. (Bill Molumby and Jim Cook)

Next Meetings:

Leadership is Action follow-up
June 17-19, 2008, Philadelphia, PA

Committee and Steering Group joint meeting
November 3-7, 2008, San Diego, CA

GETTYSBURG STAFF RIDE

After Action Review

April 17, 2008

What?

NWCG Leadership Committee/L-580 Steering Group review of a proposed Gettysburg Staff Ride for IMT use.

So What?

- Applications are very evident at each stand for Line/IMT/AC, specifically when used in conjunction with a future scenario.
- LtCol Carlson's framework can be powerful with the right size group.
- Need to develop reasonable pre-work for participant use prior to attending the staff ride.
- Tie the decision making and lessons learned into all functions on the IMT, not just Ops and IC.
- Keep the link to a future event (disaster, terrorism) in a nearby city—D.C. or NYC...but reduce the geographic scope from the draft scenario.
- Consider three levels of content to the staff ride: historical role play, actual IMT experiences, and future scenario.
- Include key concepts such as vision, the art of disobedience, leaders intent, etc...insure the use of terminology is consistent with our doctrine.
- Is this something that the LC/L-580 Steering Group wants to pursue? Yes, but with contractor assistance.
- This can not be an off-the-shelf package.
- L-580 Steering Group must have ownership in the development.
- Coaches / Group Leaders may be needed.
- Consider contract SME facilitation with support from Steering Group for coaches like the L-480 model.
- Some of handpicking of who is involved will be necessary for the initial staff ride.
- Consider whether the staff ride would be filled by full teams or by open random enrollment (participants from many different teams)?
- Consider a 1½ to 2 day event, to include an evening social gathering.
- Consider holding the staff ride in conjunction with a visit to the National Fallen Firefighters Memorial in Emmitsburg, MD.
- First delivery target date – Spring 2009.

Now What?

- Solicit IMT/NIMO help with the development of the staff ride.
- Develop marketing approach for the staff ride to develop some anticipation within the target audience.
- Meet June 17 to follow up on staff ride development.
- Seek contract with L3 Communication via BLM contracting.
- Bill Molumby will be the L-580 Steering Group financial contact.
- L-580 Steering Group will begin working on the scope of work and description for the staff ride prior to the June meeting.
- Solicit funds to contract L-580 if needed.