

Leadership Subcommittee Meeting Minutes

San Diego, CA

November 30 – December 2, 2010

Agency Representatives Present: Jim Cook, Chair, (USFS); Chris Wilcox, Co-Chair (FWS); Brian Fennessy (Local Cooperators/San Diego FD); Ted Mason (BLM); Mark Stanford (States/Texas FS); Jim McMahill (NPS); Jeremy Bennett (BIA)

Advisors Present: Paul Hanneman, OWDC Liaison (Texas Forest Service); Pam McDonald, Logistics (BLM); Bill Miller L-380/381(USFS); Jennifer Smith, Webmaster (BLM); John Wood, Gleason Award (USFS); Dan Kleinman, outgoing L-580 Chair (USFS); Larry Sutton, incoming L-580 Chair (USFS); Deborah Corner, NAFRI Liaison (USFS); Shane Olpin, L-180/280 (USFS)

Guests/Presenters: Travis Dotson (NPS), Randy Skelton (USFS), Brian Karchut (USFS); Heath Cota (USFS); Alexis Lewis (doctoral student); Mike DeGrosky (doctoral student, Wednesday); Phil Cocker (LA County FD)

L-580 Steering Group: Bob Maynes (FDNY); Steve Gage (USFS); Curtis Heaton (USFS); Bill Kaage (NPS); Dennis Baldrige (retired USFS); Doug Elliot (El Cajon FD)

L-180 Online Development Team: Bill Altman (State of Missouri); Ben Jacobs (NPS); Eric VanBuskirk, Chuck Ferguson, and Mike Kester (Regis Learning Solutions)

TUESDAY – NOVEMBER 30, 2010

Welcome and Introductions (Brian Fennessy and Jim Cook)

Brian Fennessy welcomed the group to San Diego and presented the history of the Regional Public Safety Training Institute formerly known as Camp Nimitz or the Naval Training Center.

Jim Cook briefed the group on the objectives of the meeting which was co-located with the L-580 Steering Group and the L-180 Online Development Team.

Open Action Log (All Members)

Jim Cook reviewed the Open Action Item Log with the group to solicit the status of items generated from previous meetings. Members provided a brief synopsis as well as status of each action item. Items 431 through 445 to be addressed during Thursday's session with additional information captured during Thursday's documentation. The FY2010 Accomplishment Report to the OWDC was also distributed to all members.

Action Items Completed: #402, 418, 421, 422, 423, 425, 426, 427, 428, 429, 433, 434, 435, 437, 438, 439, 441, 443, 444, 445

Action Items Dropped/Removed: #413 (L-580 task), 424

Action Items Remaining Open: #407, 430, 431, 432, 436, 440, 442,

L-180/L-280/Refresher (Shane Olpin)

Annual Fireline Safety Refresher

Shane Olpin briefed the group on the status of efforts to create an annual leadership module for the Annual Fireline Safety Refresher. Travis Dotson and Scott Anderson met to develop the “How to Build a Leader” module showcasing the self-development tool for the 2011 Refresher.

Intentions are to showcase the revision of the Fatality Fire Case Studies project (formerly PMS 490) for the FY12 Refresher. In the next few years, the Refresher is expected to become a year-long developed project with delivery format changing from a DVD product to online downloadable modules. The LSC will continue to market the Leadership Toolbox as a yearly refresher module.

ACTION: Review the 2011 “How to Build a Leader” draft segment with the NWCG Refresher staff by January 2011. (Chris Wilcox)

L-180

Shane explained that Regis Learning Solutions (RLS), a Colorado-based vendor, would meet with L-180/280 Development Team on Wednesday and present their process to the LSC on Thursday. RLS has completed the management and design plans for the L-180 online product. Course length will remain between 4 and 6 hours.

L-280

The L-280 Task Team is developing a support page within the toolbox, including short video examples to explain “what right looks like” when facilitating FLACs. Heath Cota is the lead.

PMS 490 Proposal

Jim Cook briefed the group on the history of Fatality Fire Case Studies product (PMS 490). Jennifer Smith created a support page within the toolbox for fires showcased from PMS 490. Efforts are underway to revitalize the case studies as a Toolbox feature for use during refreshers, etc. More recent incidents and success stories will be added to Toolbox. The Task Team proposes to contract the revision of the lesson plans that accompany the case study videos using the Human Factors Analysis Classification System (HFACS) to support the video product. The LSC supported funding the project up to \$10,000.

ACTION: Pursue contracting the revision of the PMS 490 lesson plan by February 2011. (Ted Mason and Shane Olpin)

ACTION: Advise the Risk Management Committee chairperson about using HFACS in the revision of PMS 490 lesson plan by the Spring LSC meeting. (Ted Mason)

L-380/L-381 (Bill Miller)

Bill Miller reviewed the current provider list and the evaluation process for providers/lead instructors. Some concern was raised about providers who have not conducted a course in a few years. The LSC agreed that the effort to maintain course quality using the evaluation process is worth the effort and cost. The evaluation team will continue to conduct evaluations with three new providers presently under review, including the Great Lakes Compact, Alabama Wildland Fire Academy, and the Texas Forest Service.

There have been some concerns regarding the arduous nature of some versions of L-380. The LSC sent the topic to “Bin Items” for further discussion (See Thursday’s notes.)

Bill advised the LSC that the L-380 course should be looked at for revision within the next year.

There is presently only one vendor for L-381; two other providers are in the process of developing a product, including an agency-owned version.

ACTION: Develop an L-380 revision plan and present at the Spring LSC meeting. (Bill Miller)

L-480 (Ted Mason)

Ted Mason updated the group on the status of L-480. There are three approved providers—one using a proprietary product and two using agency-owned products. Another provider will present an alpha version this spring.

The L-480 website was updated with continued revisions being made the coming year, including standardization of the evaluation process with L-380/381.

The future challenge for the L-480 product will be the intended audience. Requests are coming in to open up the course beyond command and general staff.

Mission-Centered Solutions (MCS) is working with Phoenix FD to develop an L-480/S-420 combination course under the Department of Homeland Security umbrella. A beta course will be held in San Diego in February 2011.

L-580 at Shiloh (Mark Stanford)

Mark Stanford briefed the group on a staff ride to the Battle at Shiloh which was presented to mid-level leaders and identified as an L-580 event but did not meet the strategic-level criteria for the IMT and senior level leader target audience.

L-380 & 381/L-480 Workgroups (Miller/Mason)

The LSC broke into work groups to brainstorm issues and concerns that have been raised regarding L-380/381 and L-480. Bill Miller and Ted Mason presented group findings to the group (see attachment at end of minutes).

Enterprise Team Discussion (Randy Skelton)

Randy addressed the question of “How can we better deliver the Wildland Fire Leadership Development Program to units/agencies interested in adopting it?” Randy presented research of the Forest Service Enterprise Team concept, specifically that of the Organizational Development Experts (ODE). He researched whether the Enterprise Team concept was feasible for use to promote the leadership program. Contracting costs with ODE were cost prohibitive.

Randy recommended that the LSC continue to operate under the old “eyes forward cadre” concept and recruit new cadre members who have the desire and home unit support to contribute to the program.

ACTION: Work with Chris Wilcox to resurrect the list of potential cadre members to support WFLDP functions by the Spring LSC meeting. (Randy Skelton)

ACTION: Submit potential cadre names to support WFLDP functions to Randy Skelton prior to the Spring LSC meeting. (All members)

L-580 Debrief of 2010 (Dan Kleinman)

Gettysburg Staff Ride

There were six teams who attended the 2010 Gettysburg staff ride. Dan Kleinman was the 2010 course coordinator; Curtis Heaton will be the 2011 course coordinator.

Wharton Leadership Conference

The 2010 offering of the Wharton Leadership Conference was filled with 12 participants. Paul Hanneman was the course coordinator.

Miscellaneous

The L-580 Steering Committee will continue to refine the criteria and descriptors for various event offerings.

WEDNESDAY– DECEMBER 1, 2010

Upward Voice (Mark Stanford and Alexis Lewis)

Mark Stanford introduced Alexis Lewis, Oregon State University doctoral student, who conducted a presentation on the human dimensions in wildland fire. Members of the group volunteered to participate in various focus groups in support of her doctoral project. The LSC requested that Alexis look at the L-380 course objectives and make some recommendations, based on her research, to consider in a future course revision effort.

Gleason Award (John Wood and Jennifer Smith)

John Wood briefed the group on the status of the 2010 Gleason award nominations to date. There are approximately eight nominations with the expectation of receiving more by year's end.

The group discussed whether the number of awards given was still valid and whether lifetime achievement awards given by the LSC are appropriate. The group determined minor word change to the operations document is warranted and that lifetime achievement awards were appropriate.

ACTION: Suggest names for the LBE Selection Panel to John Wood by December 31, 2010. (All members)

ACTION: Revise the LBE Operation Plan to address the number of awards given yearly and lifetime achievement nomination process by January 31, 2011. (John Wood and Jennifer Smith)

ACTION: Submit approved LBE lifetime achievement award nomination by December 31, 2010. (Bill Miller and Shane Olpin)

Newsletter & Blog (Pam McDonald and Jennifer Smith)

Pam McDonald briefed the group on the efforts to create the *Leading and Learning* newsletter and whether the effort was worthwhile. The group concurred that some form of ongoing electronic communication is still viable and needed. (The newsletter was dropped during the "bin" item review; see Thursday's notes for more information.)

Pam presented statistics and comparisons regarding blog usage. The blog continues to gain readership. Discussion occurred regarding the leadership blog and whether the effort should go forth. The group determined that the blog is important and efforts are worthwhile to support the effort. Members of the group will help to contribute to blog posts. The suggestion was made to roll the "About Leadership" items into the blog.

ACTION: Roll articles from the "About Leadership" Toolbox reference into the blog and make that link go the blog when complete. (Pam McDonald and Jenn Smith)

Research Proposal (Mike DeGrosky)

Mike DeGrosky presented his research proposal for doctoral study regarding how participant perceptions of job-related utility impact participants' subsequent transfer of learned knowledge and skills from leadership development training. Mike requested that the group:

- Provide a letter of support establishing a working relationship with the researcher.
Decision: Approval granted
- Provide a point of contact for member agencies.
Decision: Approval granted. Bill Miller will be the LSC primary point of contact; each agency representative will act as secondary points of contact.
- Provide limited assistance establishing his initial participant samples and focus groups.
Decision: Approval granted.
- Facilities assistance in arranging meeting rooms at government facilities.
Decision: Approval granted for facilities that LSC members work at.
- Financial assistance for data collection—\$2,500 for FY11 and \$2,500 for FY12.
Decision: Approval granted for \$2,500 for FY11 and revisit for FY12.

ACTION: Circulate a draft letter, in support of Mike DeGrosky's doctoral research, for LSC member review and finalize by January 15, 2011. (Jim Cook)

Leadership Toolbox Updates (Various)

The group discussed action items #431-445.

- 431 – New workbook will be built in modules, with one to be used in M-410. Two of three modules are complete. The group will work this week to put all modules in a similar format.
- 432 – Continue to work on the TDGS/STEX to meet a May 2011 due date.
- 433 – Completed
- 434 – Completed
- 435 – Completed, some minor edits remain to be done
- 436 – Work in progress, update due date to Fall 2011
- 437 – Completed
- 438 – Completed
- 439 – Completed
- 440 – Work in progress, update due date to spring 2011
- 441 – Completed, however will not go live in Toolbox until #440 complete
- 442 – Update due date to Fall 2011
- 443 – Completed
- 444 – Completed, suggested adding SOP examples in the Toolbox
- 445 – Completed, Travis Dotson from the LLC will be the steward for this reference

Mission Briefing Format Proposal (Randy Skelton)

Randy Skelton presented a new mission briefing format suggested by Russ Long (White River NF FMO) and developed by Mark Smith (MCS). The LSC discussed whether the new formats might have a place in the Toolbox and whether they merit recommendation for the next IRPG revision.

The group discussed the need for a briefing training product to show “what right looks like” and that any briefing tool is a guide and can be adapted to meet the various briefings as no one tool will address every briefing.

ACTION: Place the revised mission briefing format on the briefing and intent website by the spring LSC meeting. (Randy Skelton and Jenn Smith)

ACTION: Discuss the possibility of creating a refresher module regarding the mission briefing format with Scott Anderson by the fall 2011 meeting. (Shane Olpin)

AAR Proposal (Jim Cook)

Tony Duprey was scheduled to present an AAR proposal but cancelled due to a family emergency. The proposal will be revisited at a later date. Jim recommended that the group begin to think about presenting formats other than the standard “four (4) questions in the IRPG” in order to better foster the use of the AAR within the fire service.

THURSDAY– DECEMBER 2, 2010

Online L-180 Contract (Shane Olpin)

Shane Olpin introduced representatives of Regis Learning Solutions (RLS), awarded the L-180 online contract. The tentative timeline for the online L-180 product depends upon OPM; however, the storyboard is expected to be completed by February 2011 with a potential beta version in spring 2011.

RLS representatives gave a brief historical background of RLS and previous NWCG partnerships. RLS presented a demonstration of current efforts to incorporate simulations into the online learning environment.

L-580 Strategy 2011-2012 (Larry Sutton)

L-580 Event Announcement

Due to the healthy number of nominations for 2011, the Steering Committee did not see distribution as an issue.

L-580 Steering Committee Membership

The Steering Committee does not see that individuals supporting the group necessarily have to be formal members of the L-580 Steering Committee.

SOPs for L-580 Events

Curtis Heaton and Paul Hannemann will collect and combine all SOPs regarding Leadership is Action events.

Leadership is Action – IMT Center Website

The Steering Committee intends to remove the *Leadership is Action* feature on the IMT Center website.

Unplanned Requests for 2010 L-580 Events

The L-580 Steering Committee recommends that the only L-580 events recognize are those offered through NAFRI or pre-approved by the Steering Committee. Due to the logistical and financial requirements, as well as 500-level designation of Leadership is Action events, other offerings, outside the purview of NAFRI and the L-580 Steering Committee, will not be considered as L-580 events.

The L-580 Steering Group developed a set of criteria that the group can use for approving L-580 events facilitated outside the NAFRI purview.

2011 L-580 Event Offerings

- Gettysburg Staff Ride – 10 teams with 2 back-to-back sessions of 5 teams each; Curtis Heaton, coordinator
- Wharton Leadership Conference with potential Philadelphia historical leadership walk add-on; Paul Hanneman and Bill Kaage, coordinators

ACTION: Work with the L-580 Steering Group to communicate with Steve Weaver regarding the 2010 Shiloh staff ride and future offerings. (Mark Stanford)

Bin Items/Subcommittee Maintenance

Arduous Version of L-380

The group discussed the concerns raised regarding the arduous nature of some L-380 course offerings. Group members determined that there were multiple providers with varying physical requirements from which course coordinators can select.

ACTION: Submit an FMCG update to Deb Fleming regarding the potential arduous nature of some L-380 course by March 2011. (Mark Stanford and Jim Cook)

Fire Leadership Facebook Page

The group discussed the benefits of reaching out with social media. Group members determined that the blog and a Facebook page could replace the newsletter. Jenn Smith will facilitate the Facebook page and Pam McDonald will administer the blog.

ACTION: Create a Facebook page for the WFLDP to replace the newsletter and complement the blog by the spring LSC meeting. (Jenn Smith)

Continuing Education

The group discussed establishing a task team to look at the concept of continuing education in the wildland fire service.

ACTION: Form a task team to look into the concept of continuing education including conference call in January 2011 and following report at the spring LSC meeting. (Chris Wilcox, Bill Miller, Brian Fennessy, and Paul Hanneman)

OWDC Update

Paul Hannemann joined the group as the OWDC Liaison replacing Jim Glenn.

Next Meeting

The next meeting will be co-located with OWDC and the GATRs in Gettysburg, PA, May 1 – 3, 2011, to include the Gettysburg staff ride and LSC meeting at National Conservation Training Center (NCTC) in Shepardstown, WV, May 4-5.

ACTION: Read the Executive Summary from Leadership Task Group Report 2001 prior to May 1, 2011. (All members)

ACTION: Build and coordinate a transportation plan to facilitate movement of LSC members during the spring 2011 meeting by January 15, 2011. (Jim McMahon, Chris Wilcox, Jim Cook)

ACTION: Work with Brent Spencer to finalize logistics for the 2011 Gettysburg staff ride prior to January 31, 2011. (Pam McDonald)

Tuesday Workgroup Feedback attachment

L-380

- Clarify roles/responsibilities of provider vs. instructor vs. student vs. GATR
- Point of initial contact should be to GATRs

L-381

- Not easily accessible
- Roster of support personnel
- Glossary of terms

L-480

- Knowledge of NAFRI packages unclear
- SOP/Prospective provider
 - Include lead time requirements
 - New provider must contact L-480 POC
- Evaluation forms are confusing
 - Should be on website and renamed.
 - Synch up format with L-380 and L-381
- Evaluation team role as consultant (formative evaluation) defined
- Desk reference guide needed
 - Summary of expectations developed as intro
 - Integrate the instructor criteria, delivery plan, and coaching guidelines documents and put into same format as L-380/381 course criteria
- Evaluator criteria needs to be identified—probably as part of evaluator form such as the same format as L-380/381
- Review coaching guidelines
 - Evaluation of coaches versus lead instructors
- Access to NAFRI materials reviewed
- Determine if one final standard L-480 package the optimal situation