

LEADERSHIP SUBCOMMITTEE MEETING
Tucson, AZ
November 15 – 17, 2011

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

Advisors: Pam McDonald (BLM), Logistics Coordinator; Jennifer Smith (BLM), Web Master; Bill Miller (USFS), L-380/L-381; John Wood (USFS), Gleason Award; Randy Skelton (USFS), Cadre Coordinator; Travis Dotson (NPS) Lessons Learned Center; Shane Olpin (USFS), L-180/280; Ted Mason (FWS), L-480

TUESDAY, NOVEMBER 15, 2011 – CURRENT BUSINESS

Subcommittee Maintenance

Membership Update (Action Item #476 & 477, Jim Cook)

Mike Ellsworth replaces Ted Mason as the BLM agency representative.

At their September 2011 meeting, OWDC approved Chris Wilcox as Leadership Subcommittee Chair upon Jim Cook's retirement in December 2011. Randy Skelton will become the interim USFS agency representative.

Mike Ellsworth volunteered to assume the position of LSC co-chair. The LSC voted in favor of Ellsworth as co-chair.

FY2012 Budget (#474, Jim Cook and Chris Wilcox)

The LCS submitted a \$60,000 budget proposal to OWDC covering expenditures for administration of L-580, PMS 490 contracting/revision needs, operational support, and mobile application creation. NWCG cut the proposal by \$17,500 (\$10,000 from the L-580 request and \$7,500 from operational support). Funds will be distributed among the USFS, FWS, and BLM.

NWCG recognizes that budgetary constraints and travel caps may inhibit committee output.

FY2011 Accomplishment Report (#475, Jim Cook)

NWCG is in the process of changing their accomplishment reporting procedures. The LSC will brainstorm ideas that should be included in the report during Thursday's breakout session.

Strategic Intent/Lines of Effort Document (#466 & 467, Chris Wilcox)

Jim Cook and Chris Wilcox presented the LSC's Strategic Intent/Lines of Effort document to NWCG for approval. NWCG accepted the LSC's proposal.

The LSC discussed the business practice of ensuring that all accepted action items meet the lines of effort objectives as well as tracking lines of effort (LOEs) in the Action Item Log.

DECISION: The LSC determined that significant topics of discussion and decisions (significant program changes, financial decisions, decisions without consensus, etc.) should be captured in a support document and that a column be added to the Action Item Log referencing lines of effort objectives.

Online Toolbox

TDGS Library (#431 & 432, Travis Dotson)

Travis Dotson led an effort to revise the TDGS/STEX Guide including a TDGS video that is available through the Publication Management System (PMS) and worked with Jenn Smith to update the TDGS webpage in the Leadership Toolbox.

Travis briefed the LSC on the Lesson Learned Center's movement away from the MyFireVideo to a Lessons Learned Center (LLC) YouTube channel. Travis suggested that the TDGS video (modules) be posted on the LLC YouTube channel.

ACTION: Upload the TDGS video on LLC YouTube channel by January 2012. (Travis Dotson – LOE 2D & 3B)

Briefing & Intent (#436 & 457, Randy Skelton)

Randy Skelton and cadre continued improvements to the briefing and intent tool. Randy worked with Jenn Smith to update the webpage to more closely match other tools in the Leadership Toolbox. The cadre will continue to review and collect videos showcasing briefings and then upload to the website.

Professional Reading Program (Jim McMahon)

Jim McMahon has received no suggestions for changes to the *Wildland Fire Book on Books*. Pam McDonald recalled receiving suggestions through the leadership feedback e-mail account.

ACTION: Review the leadership feedback e-mail archives for possible *Wildland Fire Book on Books* submissions and forward to Jim McMahon by December 2011. (Pam McDonald – LOE 3B)

Leadership in Cinema (Pam McDonald)

Pam McDonald continues to work with the field to expand the Leadership in Cinema library. Current efforts include a lesson plan from the Klamath Hotshots for *Invictus*. An effort is underway through the hotshot community to complement programs like Leadership in Cinema and the Professional Reading Program through social media applications.

SOP Guide (Jeremy Bennett)

Jeremy has been collecting reference documents for placement on the website. LSC members will continue to brainstorm ways of revitalizing the SOP tool.

Staff Ride Library

Jim Cook has been the Staff Ride Library steward. Upon his retirement a new steward will need to be identified.

Travis Dotson mentioned that the Staff Ride Library is closely associated with the LLC's incident review database. The LLC intends to provide a link to the Staff Ride Library on their website.

AARs

The LSC discussed the evolution of AARs and how far their use has deviated from their original intent. The AAR tool is stagnant and needs to be revised. Potential collaboration opportunities between the LSC and LLC may exist. Discussion was tabled until Thursday's breakout sessions.

Crew Cohesion Tool

The LSC discussed augmenting the Leadership Toolbox with additional crew cohesion tools.

ACTION: Review MTDC crew cohesion products and determine potential relevancy for including in the Leadership Toolbox and report at the spring 2012 LSC meeting. (Bill Miller and Shane Olpin - LOE 4A)

L-180/L-280/Refresher

L-180 (Shane Olpin)

Shane Olpin updated the LSC on the status of the online L-180 project. The project is a collaborative effort between Regis Learning and the NWCG Distance Learning and Instructional Media groups. OPM provides the contracting mechanism for completion of management plan task payment to Regis Learning. OPM's payment process is slow and cumbersome. Regis Learning has been forced to start and stop the development process due to delays in payment. Delivery of the final product could be as late as 2013 which may present a problem if L-180 is removed from S-130 prior to completion of the online version of L-180.

Annual Fireline Safety Refresher (Shane Olpin)

WFSTAR and the Refresher are now under Scott Anderson's direction. At this point, there will be no leadership module for the FY12 Refresher.

L-280 (Shane Olpin)

A cadre recently facilitated an L-280 Train-the-Trainer session with El Paso Fire Department in Texas. The LSC continues to see lateral spread of leadership efforts. The LSC discussed local fire departments inquiries regarding issuing NWCG certificates. NWCG certificates can only be issued by a qualified lead instructor; otherwise, organizational certificates should be issued.

PMS 490 (#440 & 447, Jim Cook)

Jim Cook provided a historical review of the PMS 490 project. Discussion was tabled until Thursday's breakout sessions.

Continuing Education Concept

After some discussion, the LSC dropped action item #462.

L-380/L-381

FMCG Arduous Language for L-380 (#460, Mark Stanford)

The LSC discussed whether or not including a statement in the Field Manager's Course Guide regarding the arduous nature of some L-380 course offerings was necessary. FMCS breakout on Thursday will address this suggestion.

L-380 Revision Plan (#470 and 471, Bill Miller)

Bill Miller presented the L-380 Revision Plan and briefly identified potential areas of revision. Field input will be collected. The target audience is also under review. Still confirming final task team membership.

L-380/L-381 and GATRs (Bill Miller)

An L-380 Evaluation Team recently approved LJ Brown as an L-380 lead instructor for the BLM. There continues to be a strong push to create agency-provided versions of the course in all geographic areas. Currently there are five agency lead instructors and two vendors (Mission-Centered Solutions [MCS] and the National Outdoor Leadership School [NOLS]) approved as providers.

ACTION: Provide a summary of L-380 change recommendations and present at the 2012 spring LSC meeting. (Bill Miller – LOE 2C)

L-381 (Bill Miller)

There are currently two approved providers for L-381: MCS and the Pacific Northwest Training Center. Incident leadership Training Associates (ILTA) requests a second beta version evaluation for their version of L-381 the week of January 23 through 26 in Ventura County.

The LSC discussed the value of identifying a liaison to the GATRs.

DECISION: Mike Ellsworth will become the Leadership Subcommittee's GATR liaison.

L-381 Futuring (Jim Cook)

The LSC discussed a potential increase in L-381 evaluation requests and the impact on the LSC's ability to form evaluation teams.

DECISION: The Leadership Subcommittee determined that Randy Skelton will become the L-380 Evaluation Coordinator; Bill Miller will become the L-381 Evaluation Coordinator.

L-480

L-480 Criteria and Evaluation Alignment (#472, Ted Mason)

Ted Mason updated the LSC on efforts to ensure that L-480 criteria align with evaluation form objectives. The criteria properly align with the objectives.

L-480 Document Clean-up (Ted Mason, #473)

The LSC Curriculum Unit Management, L-480 has become the official custodian of the L-480 course materials. The NAFRI webpage for L-480 redirects to the Leadership website. The LSC discussed the need to collect all leadership curriculum materials and store in a central location.

ACTION: CMU stewards will collect all leadership curriculum materials and submit to Pam McDonald by February 2012. (Ted Mason, Bill Miller, and Curtis Heaton, and Larry Sutton – LOE #4C)

ACTION: Consolidate all leadership neighborhoods into a central location on the MyFireCommunity website and upload all leadership curriculum documents and back up on an external storage device by March 2012. (Pam McDonald – LOE #4C)

Approved Provider Update and Existing Evaluation Requests (Ted Mason)

Mike DeGrosky continues to seek approval as an L-480 provider.

MCS's version of L-480 has been approved. This version is more extensive than L-480, meeting the objectives of both L-480 and S-420. The US Forest Service will be evaluating the course as a possible equivalency for S-420.

Chris Wilcox briefed the LSC on NWCG IMT Succession Planning efforts and the potential impacts on the leadership curriculum.

Gleason Award (John Wood)

Ted Putnam Lifetime Achievement Write-up (#468, Bill Miller)

Bill Miller has a draft write-up supporting Ted Putnam's Lifetime Achievement Leadership by Example Award and will forward to John Wood and Jenn Smith for placement on the leadership website.

Current Nomination Update (John Wood)

John Wood informed the LSC that only a few nominations have been submitted for 2011. The LSC discussed possible reasons for the low numbers and brainstormed ways to potentially increase submissions.

DECISION: The LSC determined that nominations will be automatically considered for a two-year time period following their initial submission and that the nomination form should be revised.

ACTION: Revise the LBE Operating Plan to address an automatic roll over of nominations and nomination form revision and post on the LSC website by March 2012. (John Wood, Pam McDonald, and Jenn Smith – LOE 3C & 3D)

ACTION: Consult with the “Two More Chains” writer/editor about featuring a past LBE award recipient in the fall issue and report at the spring 2011 LSC meeting. (Travis Dotson – LOE 3C & 3D)

WEDNESDAY, NOVEMBER 16, 2011 – NEW BUSINESS

Wildland Fire Institute and the LSC (Merrie Johnson)

Merrie Johnson briefed the LSC on the NWCG's approval of the Wildland Fire Institute (WFI) concept. The NWCG Training Unit has moved under the direction of NWCG. The WFI Change Management Board has been established. Selection of the Board of Directors is in progress.

NAFRI and L-580 (Merrie Johnson)

Deborah Corner has retired. Due to the Forest Service hiring pause and inability to select a replacement, Elaine Rodriguez and Merrie Johnson will assist with L-580 coordination until the position is filled. Curtis Heaton will provide primary support.

L-580 Steering Committee (Curtis Heaton)

Curtis Heaton provided an overview of the 2011 offering of the Gettysburg Staff Ride. Originally, 150 participants were expected (10 teams with 15 participants each). Due to travel restrictions and budgetary constraints, 9 teams were formed with approximately 95 participants in 2 back-to-back sessions.

Lessons Learned:

- L-580 Target Audience: The target audience for the first session consisted of primarily non-IMT members; the intended audience being IMTs. The LSC does not expect future deviations from the original intent.
- Prework completion is vital to a student success during the staff ride.
- Back-to-back sessions proved a viable option but required additional commitment from the cadre.

ACTION: Provide feedback to NWCG Executive Board following the 2012 L-580 course offering. (Chris Wilcox, Jim McMahill, Larry Sutton – LOE 1A)

Considerations for 2012:

- Host a single session with a minimum of 5 (maximum of 7) conference teams (15 participants each).

- Cadre availability and team participation does not seem to be an issue at this point. However, a cancellation date will be placed in the statement of work should budgetary constraints and travel caps worsen and participants withdraw their nominations.
- The course is scheduled for the first or second week of May.
- Funding sources for 2012: \$25,000 from NWCG and \$15,000 from FDNY grants.

The L-580 Steering Committee requests an individual shadow Curtis Heaton as the L-580 Gettysburg Field Coordinator (Trainee). The Trainee should:

- Possess a passion for leadership.
- Have the ability to work with military personnel.
- Have a basic understanding of NWCG funding mechanisms.
- Have time to devote to the position.
- Be respected throughout the IMT community.

ACTION: Submit names for consideration as the L-580 Gettysburg Field Coordinator (Trainee) to Chris Wilcox by March 2012. (Agency Representatives – LOE 3A)

ACTION: Contact Larry Sutton regarding the L-580 call letter process by December 2011. (Jim Cook – LOE 2D & 3D)

Curt Braun Study Proposal

Ted Mason and Curt Braun presented, via conference call, a potential study proposal “Developmental Readiness Among Leadership Candidates.”

DECISION: The LSC determined that the scope of the project is outside the mission of the LSC and endorse higher-level consideration.

ACTION: Write a letter of support for Curt Braun’s “Developmental Readiness Among Leadership Candidates” proposal to the Joint Science Program by February 2012. (Ted Mason – LOE 1B)

Texas Forest Service Leadership Enrichment Program

Mark Stanford updated the LSC on the success of the Leadership Enrichment Program (LEP). The program graduated its first class in 2011.

Lesson Learned Center and the LSC (Brit Rosso)

LLC Website

Brit Rosso and Travis Dotson presented updates to the LLC website. The intent of the LLC is to provide direct support of the firefighter on the ground.

Opportunities for Collaboration

- Staff ride support and links between the incident review database
- Leaders We Would Like to Meet integration
- After Action Review efforts
- PMS 490 revision

Mobile Applications (John Wood)

John Wood presented a status report on efforts to create mobile applications for Leadership Toolbox features.

Cost and functionality of creating one large Toolbox application is cost prohibitive and could increase download response times. The LSC discussed whether there were resources outside the Toolbox that should be considered for application conversion or whether the Toolbox was the priority. Discussion was tabled until Thursday's breakout sessions.

Social Media and the LSC (Pam McDonald and Jenn Smith)

Pam McDonald presented blog statistics and updated the LSC on efforts to work with the hotshot community to promote social media applications to support various Leadership Toolbox products. The LSC was given the challenge to submit blog ideas and entries.

Jenn Smith briefed the LSC on the program's Facebook page and efforts to increase use as well as support other leadership initiatives. Following discussions throughout the week, Jenn recommends that the LSC obtain their own YouTube channel.

ACTION: Request approval to establish a WFLDP YouTube channel by January 2012. (Jenn Smith – LOE 3B & 3D)

GATR Staff Ride Proposal (Jim Cook)

The GATRs submitted a proposal to the LSC to assign one “L” number to leadership staff rides that are recognized on the Leadership Toolbox webpage. Discussion was tabled until Thursday’s breakout sessions.

LSC Publications Management (Jim Cook)

Jim Cook presented a briefing regarding the array and status of publications and media that the LSC currently manages.

Apprentice Academy L-281 (Jim Cook)

L-380 will be pulled out of the Advanced Apprenticeship Academy and replaced with other forms of leadership development. The LSC will monitor the situation, and has agreed to provide assistance if requested.

THURSDAY, NOVEMBER 17, 2011 – BREAKOUT SESSIONS

Lessons Learned Center Collaboration (Jim Cook, Travis Dotson, Randy Skelton, John Wood and Brit Rosso)

Toolbox

- Randy Skelton will become the Toolbox Coordinator.
- TDGS – LLC will continue to provide maintenance (Travis Dotson)
- Leaders We Would Like to Meet – LLC (Travis Dotson) is currently developing a similar feature on the LLC website. LSC will assist as needed to integrate the current Toolbox feature with new LSC product.
- AAR – LLC will take the lead (Travis Dotson) and LSC will provide assistance for a revision effort. This product will be housed on the Leadership Toolbox with a dedicated link available from the LLC website.

ACTION: Form a task team to revise the AAR feature in the Leadership Toolbox and report at the spring 2012 LSC meeting. (Travis Dotson and Shane Olpin – LOE 2D & 3B)

National Staff Ride Workshop

- The previous national staff ride workshop was a success.
- The LSC agreed to a collaborative effort with the LLC to conduct a national staff ride workshop during the winter/spring of 2013 in the Southwest Area.

DECISION: Chris Wilcox to review this with Brit Rosso in March 2012.

Response to GATR Staff Ride Proposal (Mike Ellsworth, Shane Olpin, Jeremy Bennett, Mark Stanford)

The LSC recommends not accepting the proposal for designation of an “L” number for staff rides.

- A number already exists within IQCS.
- Numbering local and geographic staff rides would result in LSC management oversight.
- Staff rides are an educational technique not a course.
- One number would not be sufficient for the variety of staff rides and would require an overall restructuring of the “L” curriculum.

Staff rides as L-580 events:

- Develop definitions to educate the field about the differences between staff rides, site visits, case studies, etc., as well as what makes a staff ride an L-580 event.

ACTION: Provide a written response to OWDC regarding the GATR Staff Ride proposal by January 2012. (Mike Ellsworth – LOE 2)

ACTION: Follow up through USFS channels regarding the Southern Area's Shiloh Staff Ride continued offering as an L-580 event by December 2011. (Jim Cook – LOE #2)

ACTION: Inform the GATRs of approval process for staff rides being offered as L-580 events on their next conference call. (Mike Ellsworth – LOE 2)

2011 NWCG Accomplishment Report (Chris Wilcox, Pam McDonald, Jenn Smith, Bill Miller, Brian Fennessy)

During the breakout session, NWCG informed the LSC that an official accomplishment report was not required for 2011. The LSC opted to compile a listing of accomplishments for historical reference.

Curriculum

- Standardized the evaluation processes for L-380, L-381 and L-480 (January)
- San Diego L-580 Staff Ride Framework (February)
- Agency-provided L-381, alpha course (February, Redmond)
- MCS's L-480, alpha course (February, San Diego)
- DeGrosky's L-480, beta course (March, Missoula)
- Standardized the lead instructor qualification process for L-380/381/480 (May)
- MCS's L-480, beta course (May, Intent into Action, L-480/S-420, Phoenix); recommended as an L-480 approved provider
- Agency-provided L-381, beta course (May, Redmond); approved as an L-381 provider
- L-180 online efforts: captured video (May)
- Course Delivery:
 - L-380: 25 MCS, 16 agency-provided, 0 NOLS
 - L-381: 14 MCS, 4 agency-provided

- L-480: 5 vendor-provided courses
- L-580: 2 Gettysburg Staff Rides and Wharton Leadership Conference
- FMCG language consistency effort
- Split L-380/L-381 evaluation coordinator duties into two coordinator positions
- L-380 revision process begins
- Courses-at-a-Glance webpage updated
- Shiloh Staff Ride evaluated and denied as an L-580 event

Publications

- Updated *Wildland Fire Book on Books*
- Redesigned the TDGS/STEX course to include a workbook and supporting video; available in PMS
- Mobile Applications
 - Leading in the Wildland Fire Service*
 - Artwork for splash pages developed

Social Media

- Blog (external recognition: West Point, The 45 Best Fire Science Blogs)
- Facebook
- MyFireCommunity revitalized
- Dedicated YouTube channel for the leadership program

Gleason LBE Award

- Bud Moore Lifetime Achievement Award (April, IAWF Safety Summit, Missoula)
- Awarded two individuals and one group award for 2010 (presented in 2011)

Toolbox

- Redesign of Professional Reading Program webpage
- Redesign of Leadership in Cinema
 - Added four lesson plans
- Mann Gulch Staff Ride launched
- Briefing and Intent resource update and redesigned webpage

Administration

- Strategic Plan and Lines of Effort (accepted as NWCG's strategic plan)
- Meeting in Shepardstown, WV concurrent with Gettysburg Staff Ride (May)

- BLM agency representative change from Ted Mason to Mike Ellsworth
- Jim Cook retires; Chris Wilcox becomes Chair and Mike Ellsworth co-chair (2012); Randy Skelton, interim USFS agency representative (2012)
- Meeting in Tucson, AZ (November)

Partnerships

- GATRs (attended their May GATR meeting; June – coordinated with building capacity efforts for L-380 agency version; certified new agency instructors for L-380: R1/R4)
- OWDC (May, Gettysburg Staff Ride)
- El Paso L-280 Train-the-Trainer (November)
- Reestablished cooperative partnership with Lessons Learned Center

LSC Professional Development

- Gettysburg Staff Ride (May)

Mobile Media Application Strategy (John Wood, Chris Wilcox, Jeremy Bennett, Brian Fennessy, Alex Viktora)

What Do We Want?

- Staff Ride Library
- Video clips
- TDGs
- Facebook link—populated by people doing the staff ride
- Virtual integration
 - Prompts to take photo, record, comment
- GPS location of sites
 - Integrate with compass direction to points of interest

What we Recommend: Staff Ride Application (Walk Phase)

- iOS and Android platforms
- 1 application and/or 13 modules
 - Awareness to download times file size
- Library framework
- Links to documents not in the application

- Application will have:
 - Directions to the stands (travel on the hill)
 - Facilitators Field Reference (broken up by stand)
 - Landing page
 - Maps (by stand)
 - Sample schedule
 - TDGS (at each stand)
- Developer account for branding (Chris Wilcox)
- How do we pay for it?

ACTION: Collect information on establishing a mobile application developer account and report to Chris Wilcox by February, 2012. (John Wood – LOE #3 and #4)

ACTION: Develop a scope of work and pursue contracting to create a mobile application for the Staff Ride Library and report at the spring 2012 LSC meeting. (Chris Wilcox and John Wood – LOE #3 and #4)

PMS 490 Project Plan (Shane Olpin, Travis Dotson, Jenn Smith, Randy Skelton)

- Collaborative project with the LLC and their mission to link learning to training
- Utilize existing updated videos and develop a new lesson plan/analysis tool
- \$5,000 available for contract work
- Target date – training season 2013
- Housed on the LLC website with dedicated link in the Leadership Toolbox

ACTION: Form a task team to update the PMS 490 program and report at the spring 2012 LSC meeting. (Travis Dotson and Shane Olpin – LOE 2D & 3B)

FMCG Review (Mike Ellsworth, Jim Cook, Bill Miller, Mark Stanford)

The group recommended changes to strengthen and make consistent language within the Field Manager's Course Guide (FMCG).

ACTION: Submit changes to leadership curriculum descriptions within the FMCG to Deb Fleming by January 31, 2012. (Mike Ellsworth – LOE #2)

Other Items

Mentoring (Mike Ellsworth)

Mike Ellsworth briefed the LSC on Department of Interior agencies collaborative e-mentoring efforts.

Outgoing Chair Recognition (Chris Wilcox)

On behalf of the LSC, Chris Wilcox presented Jim Cook with appreciation gifts and praise for a job well-done.

Next Meeting (Chris Wilcox)

Tentative date: April 23 – 27, 2012

Location: TBD