

LEADERSHIP SUBCOMMITTEE MEETING
Tucson, ID
February 26 – 28, 2013

Agency Representatives Present: Chris Wilcox, Chair (FWS); Mike Ellsworth, Co-Chair (BLM); Jeremy Bennett (BIA); Mark Stanford (States/Texas A&M Forest Service); Randy Skelton, Cadre Coordinator (USFS); Brian Fennessy (City/Municipal, Wednesday only)

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

Guests: Deb Fleming, NWCG Training (BLM, Tuesday & Wednesday); Jill McCurdy, Branch Chief, Training (USFS); Vicki Clay, Acting NAFRI Director (USFS)

TUESDAY, FEBRUARY 26, 2013

Welcome and Introductions

(Miller/Wilcox)

Bill Miller welcomed the Leadership Committee (LC) to Tucson and thanked the Tucson BLM for their hospitality.

Committee Maintenance

NWCG Reorganization

(Wilcox)

Chris Wilcox explained the movement of the Leadership Subcommittee from the Operations and Workforce Development Committee (OWCD) to the NWCG Training Branch as the Leadership Committee. The change will necessitate changes to documents and references. Review of, and change to, the intent document and charter is scheduled for Wednesday and Thursday.

ACTION: Update leadership documents and references (letterhead, website, etc.) to reflect the movement of the Leadership Subcommittee to Leadership Committee by May 1, 2013. (Chris Wilcox-lead, Pam McDonald, and Jenn Smith)

PMS 494-2, Leading in the Wildland Fire Service Mobile Application

(Wood)

Account sponsorship of Internet marketplaces for the *Leading in the Wildland Fire Service* mobile application developed by Force Readiness and the South Canyon Staff Ride mobile application continues to be an issue for federal agencies. The LC discussed potential solutions.

Update: On Wednesday, the LC spoke with Texas A&M Forest Service Information Technology personnel to discuss the possibility of Texas A&M Forest Service leading the effort to host the mobile applications under their account for placement in Internet marketplaces such as Apple and Google Play.

ACTION: Work with Texas A&M Forest Service Information Technology personnel to investigate the possibility of finding a solution for hosting the LC's mobile applications on Internet marketplaces and report to the LC by June 1, 2013. (Mark Stanford)

ACTION: Provide Mark Stanford, Texas A&M, with mobile application developer contact information for Force Readiness and Rob Navarro to Mark Stanford by March 22, 2013. (John Wood and Mike Ellsworth)

LEAD Time Library (Smith)

Jenn Smith presented the newly launched LEAD Time feature on the Wildland Fire Leadership Development Program (WFLDP) website. This feature corresponds with the 6 Minutes for Safety topics dedicated to leadership.

Travis Dotson provided a brief history of how the six LEAD Time topics located in 6 Minutes for Safety and on the WFLDP website were developed.

A workgroup will develop additional topics on Thursday. (See Thursday for updates.)

2013 Leadership Committee Budget (HO #1) (Wilcox)

Chris Wilcox briefed the LC on the 2013 budget, including items subject to potential sequestration.

Included in the discussion was funding of \$5,000, subject to sequestration, for National Staff Ride Library updates and additions. John Wood spoke of efforts to develop a Dutch Creek staff ride focusing on sawyer and medical aspects of the fatality. The staff ride is still under construction. The intent is to test the staff ride on a select group of subject matter experts. LC members discussed creating video footage of the accident scene as well as the removal of the tree stump of the tree that was involved in the fatality and the preservation of that critical piece as a lesson learned.

ACTION: Explore avenues of support to capture video of the Dutch Creek accident scene, including Instructional Media, Refresher, or the Lessons Learned Center and report to the LC at the 2013 fall meeting. (Chris Wilcox)

National development of the Nuttall fire staff ride last fall was put on hold when the meeting room space reserved for the workshop at NAFRI was given to an outside entity. Vicki Clay, Acting NAFRI Director, will do her best to ensure that priority is given to the workshop as long as rooms are scheduled before another group reserves the space.

Functional responsibility for the Staff Ride Library has been vacant since Jim Cook's retirement.

DECISION: Alex Viktora (LLC) will assume functional responsibility for the Staff Ride Library.

ACTION: Update the Functional Responsibilities document and repost on the WFLDP website by April 1, 2013. (Pam McDonald-lead, Jenn Smith)

The LC spoke with Britt Rosso, Wildland Fire Lessons Learned Center (LLC) Director, regarding the archiving of staff ride documentation. There needs to be consistency about what documents should reside on the LLC website and linked to on the WFLDP website.

DECISION: Generic staff ride documents such as accident reports and associated information will be housed at the LLC; documents specific to National staff rides will be housed on the WFLDP website.

The following funding was approved regardless of sequestration:

- \$5,000 – L-course curriculum management of L-380 and L-480 (administered by FWS)
- \$25,000 – L-580 course delivery, design, and development (administered by FS)
- \$2,500 – Paul Gleason Lead by Example Award (administered by BLM)

Unfunded proposals included:

- Fatality case studies (formerly PMS 490). The U.S. FWS had offered to provide funding prior to sequestration. Sequestration will affect the U.S. FWS's ability to fund the project.

Online Toolbox (HO #2)

(Wilcox)

Briefing and Intent (Action Item #436)

(Skelton)

Randy Skelton provided an update on Action Item #436 to gather videos to support the Briefing and Intent section of the Toolbox. Some videos should be available for posting soon. Randy hopes to have all videos uploaded by the fall meeting.

Ted Putnam Lifetime Achievement Write-Up (Action Item #468)

(Miller)

The write-up for Ted Putnam's Lifetime Achievement award is complete and will be uploaded by Jenn Smith next week.

L-380 Change Recommendation Summary (Action Item #481)

(Miller/Skelton)

The subject matter experts group will reform in fall 2013.

Curriculum Management Archiving (Action Item #482)

(CMU Leads/McDonald)

Efforts continue to be collected for curriculum references. This action item will be moved to a standard operating procedure (SOP).

The LC discussed development of an annual quality control checklist for L-course delivery to be collected from Geographic Training Area Representatives and collection of a year-end summary from each Curriculum Management Unit (CMU) steward.

ACTION: Develop a one-page quality control checklist and present as a proposal to the GATRs by April 30, 2013, and report to the LC. (Mike Ellsworth/CMU Stewards)

ACTION: Develop a year-end CMU summary template and provide first summary to the LC during the fall 2013 meeting. (CMU Stewards)

Staff Ride Mobile Application Priority List (Action Item #501)

(Wood)

John Wood and Shane Olpin determined that the next four staff rides to be developed as mobile applications would be the Dude, Loop, Rattlesnake, and Rock Creek. The LC accepted the South Canyon mobile staff ride application as the model by which others will be built.

Deb Fleming has approved Rob Navarro to work one day a month on staff ride mobile application development.

ACTION: Work with Rob Navarro to create a Dude staff ride mobile application and report to the LC at the fall 2013 meeting. (Chris Wilcox)

Leaders We Would Like to Meet (Action Item #513) (Wood)

John Wood briefed the LC on discussions he and Pam McDonald had regarding *Leaders We Would Like to Meet* located in the Toolbox. John and Pam believe the feature and format to be stale and out of touch with present technology. Previously, Travis Dotson had discussed the LLC developing a format similar to the Veteran's History Project (<http://www.loc.gov/vets/>); however, the LLC's current software platform does not support such a concept. Jenn Smith believes that she can develop something on the WFLDP website that can accommodate video, audio, and text formats.

The LC also discussed the limiting factors for submitting a person for *Leaders We Would Like to Meet*. LC members felt that leaders of all levels have something to share.

The LC determined there is value in *Leaders We Would Like to Meet*; however, exactly what the feature will look like was deferred as an action item.

ACTION: Submit ideas for a *Leaders We Would Like to Meet* update, including question template, leader categories, general guidelines and questions, and website format to Jenn Smith by May 1, 2013. (All LC Members)

ACTION: Redesign the *Leaders We Would Like to Meet* feature and report to the LC at the fall 2013 meeting. (Jenn Smith)

Additionally, the LC determined a steward be identified to assume functional responsibility for the Toolbox feature. Britt Rosso pitched the idea of contributing to *Leaders We Would Like to Meet* to the Interagency Hotshot Committee (IHC); they were respective at the time. Continued communication will be necessary to keep the IHC involved.

DECISION: Jenn Smith will become the steward for the *Leaders We Would Like to Meet* feature in the Toolbox.

Professional Reading Program Update (McDonald)

Pam McDonald briefed the LC on efforts to assemble a group to brainstorm ways to improve the Professional Reading Program (PRP). A diverse group of eight individuals (known as Sparks for PRP Change) participated in a conference call on January 22, 2013, whereby they agreed to develop individual proposals for the task, purpose, and end state for the PRP.

During the first call, the group unanimously determined the continued need for a list of books; however, there were multiple opinions of how the list should be organized from its present state to by L-course, leader level, etc. The group tasked themselves with submitting proposals for categorization.

Concerns brought forth with the existing program included:

- Additional efforts to provide topic diversity outside military and fire themes.
- Encouraging reading between L-course and between seasons.

- “Free” access to books.
- Incorporating book pre-reading assignments for S-courses.

Travis Dotson advised LC members that the LLC has a license to use GoToMeeting and offered the program for use in conducting virtual meetings and conference calls.

Leading with Courage

(McDonald)

Palomar Leadership in Motion Video

The LC viewed the *Leadership in Motion* video created by the Palomar Hotshots showcasing how they implement the WFLDP and involve all levels of the organization:

<http://www.youtube.com/watch?v=umW7JC4IWDs&list=PL1F04BABD646F982D&index=9>.

Women of Wildfire (WOW)

WOW was created as an example of what right looks like to support the *Leading with Courage* campaign and WFLDP as a whole. WOW has forums on Facebook, MyFireCommunity, and DOI Fire and Aviation’s Learning Network.

L-180/L-280/Refresher Update

(Olpin)

Online L-180 Course

Ben Jacobs and Shane Olpin traveled to Colorado to conduct a page-by-page review of the online L-180 course with the vendor. The simulation was not reviewed. The hope is to have the Beta courses, including simulation, ready by June or July. A small group of SMEs will be assembled for a final review.

The L-180 online course will not have a final exam. Students must complete both the online course and the simulation to receive credit. This will be addressed in the *Field Manager’s Course Guide*.

There is a potential to add on a supervisor feedback loop when students complete knowledge checks. Shane will continue to work with the vendor on cost and functionality, and research the relevance of such a feature: 1) Do we need it? Can we afford it?

ACTION: Research the specifics of adding a supervisor feedback loop into the online L-180 course and report at the fall 2013 meeting. (Shane Olpin)

Deb Fleming addressed concerns about the effects of sequestration on the contract. She does not foresee any sequestration problems.

Shane expressed a desire to incorporate an “Evergreen” maintenance contract for L-180 online in the 2014 budget.

ACTION: Work with Wendell Welch and Chris Wilcox to add an “Evergreen” maintenance contract for the online L-180 course and work into the 2014 NWCG budget request and report at the fall 2013 meeting. (Shane Olpin)

L-280 Course

L-280 continues to gain strength in the municipal world. A group of SMEs recently presented the L-280 Train-the-Trainer at a fire conference in San Diego.

Mike Ellsworth provided a brief update regarding the Wildland Fire Apprenticeship Program's use of Wilderness First Responder. Wilderness First Responder is not recognized by all agencies.

Randy Skelton discussed efforts by the Forest Service in California to adapt L-280 for the non-operational environment. The name has changed, but intent and content has remained the same. Randy questions whether we need to monitor. There has been some work with AgLearn and ASC-HR personnel to see if there is some sort of leadership course equivalency that could be granted for non-fire personnel.

Annual Fireline Safety Refresher

There will be no specific leadership module in the 2013 Refresher. A need still exists to focus the collaborative efforts between WFSTAR, LLC, and the LC. Since Shane Olpin, Mike Ellsworth, and Travis Dotson are part of the WFSTAR group, they will make a concerted effort to identify where appropriate and relevant leadership opportunities exist during Refresher development.

L-380 Update

(Skelton)

Bill Miller and Randy Skelton continue to build a framework for reviewing L-380. The goal is to host an SME conference call this spring.

L-381 Update (HO #2)

(Miller)

Mission-Centered Solutions (MCS) submitted a request to modify their L-381 program: increase approved number of students from 18 to 24. Twenty-four students is the limit as established in the FMCG; however, MCS was approved at 18. Kim Bang, Rocky Mountain, is willing to host the course with 24 students April 15-19, 2013.

DECISION: The LC has no problems with increasing the MCS's approved number of students from 18 to 24 for L-381 contingent upon successful delivery at the Rocky Mountain course in April 2013.

Organizational Quality Associates, Inc. is working with Alaska to sponsor a Beta course.

L-480 Update

(Mason)

Mike DeGrosky has been approved as an L-480 provider.

Montana Department of Natural Resources (DNR) will be hosting MCS's combined L-480/S-420 course. The U.S. Forest Service is the only federal agency that recognizes the dual certificate for this course.

GATR Representation on the LC

Some confusion exists about who is the LC liaison to the GATRs. Both Mike Ellsworth and Bill Miller have been providing input. The LC discussed how the relationship could be improved.

DECISION: The LC determined that the best means of improving the LC/GATR relationship is to request the GATRs have formal representation on the Leadership Committee as an advisor.

ACTION: Request the GATRs select a representative to become a formal advisor on the Leadership Committee by May 2013 and introduce the member at the fall 2013 meeting. (Mike Ellsworth and Chris Wilcox)

Lead by Example (LBE) Award (Wood)

Nominations for 2012 were low; however, the second year rollover of applications helped create an adequate pool of applications. The BLM's conversion to the Google mail system did not seem to affect nomination submissions.

The selection and approval processes continue to work well. All awards are in the supervisors' possession.

John Wood updated the nominations forms and LBE Operating Plan. All are available on the WFLDP website.

ACTION: Work with the vendor to redesign the LBE award to include the NWCG logo and report at the fall 2013 meeting. (Pam McDonald)

Mark Stanford suggested WFLDP exposure through the Regional Fire Directors.

ACTION: Obtain placement on the NASF agenda to discuss the Leadership Development Program components and provide a briefing at the fall 2013 LC meeting. (Mark Stanford)

The LC discussed additional ways of marketing the award. Jenn Smith suggested creation of a promotional video.

ACTION: Create an LBE award promotional video and present at the fall 2013 meeting. (Jenn Smith)

Bin Item Follow-Up

Emerging Incident Management (EIM) (Wilcox)

EIM is an evolving concept. No decisions have been made. Workgroups continue to discuss proposals to go from a five-tier system to a three-tier system of initial attack, extended, and complex incidents. Discussions include training components, team structure, and scalability. There is a lot of interest to incorporate the L-courses into the concept.

Fire Management Leadership (FML) (Miller)

Following the FML course offered at NAFRI the week of March 29, agency training officers will review FML, including target audience, course objectives, course content, and its relation to NFML. An opportunity exists to expose this audience to leadership terminology. Bill Miller will lead the effort.

Lines of Effort & Charter Review (HO #3 & #4)

(Wilcox)

The LC reviewed the internal Lines of Effort document and provided Deb Fleming with corrections to the NWCG Organizational Intent document and the LC Charter.

ACTION: Finalize the internal Lines of Effort document as revised during the spring 2013 LC meeting and send to LC members by May 2013. (Chris Wilcox, Mike Ellsworth, Ted Mason, and Pam McDonald)

NWCG Training Branch

(Fleming)

Deb Fleming briefed the LC on the NWCG Training Branch and the recent move of the Leadership Subcommittee under the Branch as the LC.

L-580 Status Report

(Miller)

As Course Coordinator for L-580, Bill Miller briefed the LC on the status of L-580 course offerings.

Gettysburg Staff Ride

The Gettysburg Staff Ride will be held the week of May 6, 2013. Bill worked with the GATRs to revise the L-580 nomination process. Nominations are sent to the GATRs. GATRs work with Geographic Area Coordinating Groups to nominate a team from their geographic area to attend the event. The goal is to select three to five geographic area teams per session. However, teams may consist of members from combined geographic areas. The optimal 15-person team consists of the following:

Provided by Geographic Area

- 10 Qualified Command & General Staff
- 1 Line Officer
- 1 Coordinating Group Member

Provided by L-580 Faculty

- 1 Wildland Fire Subject Matter Expert
- 1 Military Subject Matter Expert
- 1 Current Field Operator

Selection priorities:

1. In-tact teams
2. Teams from a specific geographic area
3. Combined team from various geographic areas

Wharton Leadership Conference

The Wharton Leadership Conference is scheduled for June 19, 2013. Twelve seats have been allocated for this group. The nomination deadline is April 19, 2013.

The possibility exists for Wharton to follow-up the conference with a one-day conference June 20, 2013, emphasizing Critical Team Management. The idea is to share best practices and participate in an interactive simulation. Information is forthcoming.

Dual-Track Leadership Curriculum (HO #5) (Wilcox)

Chris Wilcox presented NWCG Curriculum Management Issue Paper #114 approving a dual-track leadership curriculum. The new curriculum differentiates between the day job and incident development and includes L-481 to complete the original mission of advanced incident management. Agency representatives expressed concern that the graphic in Appendix A is confusing.

ACTION: Create a less-confusing visual for the dual-track leadership curriculum concept and vet through the LC prior to presenting to partners by March 7, 2013. (Ted Mason – Lead, Mike Ellsworth, Jeremy Bennett, John Wood)

The LC realizes it cannot be everything to everybody and that they must develop only what they can sustain and support. Therefore, the LC will move forward with development of the L-481 framework.

NWCG Certificate Issuance & Signature by Non-NWCG Entities (Olpin)

Shane Olpin briefed the LC on concerns raised about non-NWCG entities issuing and signing NWCG certificates for L-courses. This is a common problem for all NWCG courses. Deb Fleming will look into potential solutions to address the issue.

Leadership in Cinema (McDonald)

The Leadership in Cinema library continues to grow. Drexel University's LeBow College of Business students are scheduled to contribute four lesson plans by April. The Palomar Hotshots are developing a set of lesson plans for the HBO mini-series "Pacific."

Social Media Update (HO #6) (McDonald)

The WFLDP Facebook page and blog continue to gain support. The IGNITE initiative and the launch of the 2013 Wildland Fire Leadership Campaign produced great growth. Social media participants have responded very well to fire photos with leadership quotes.

Continued support is needed to populate the blog. LC members spent the remainder of the day researching and writing blog entries for future use.

San Diego County Mega Fire Update (HO #7)

(Fennessy)

A presentation was recently made to San Diego Gas and Electric (SDG&E) about funding, through the San Diego Fire Rescue Foundation, development of an interactive case study for the San Diego County Megafires. The case study would address dimensions beyond fire: political, security, economic, social, infrastructure, and informational. The case study would be built to meet the requirements of an L-580 event. If approved, the intent is for development by year's end and an Alpha delivery February/March 2014.

The interactive case study would occur over a two-day period with half days in the classroom and field. Also included would be a visit to the Inaja memorial.

The LC will closely monitor the development for potential use as an L-580 event.

Workgroups

The LC broke into two workgroups and reported back to the LC.

L-481 Action Plan

The workgroup developed a plan of action for L-481 development and maintenance. The hope is to have all work completed so vendors could develop a course for Alpha testing in spring 2014.

The workgroup created a new table to replace the confusing graphic in Issue Paper #114. The LC provided suggestions and approved the workgroup to use reference to brief partners and stakeholders.

LEAD Time

Jenn Smith briefed the LC on the workgroup's creation of five new LEAD Time entries.

ACTION: Finalize and post to the WFLDP website the LEAD Time entries developed at the spring 2013 meeting, and work with Kathy Komatz to upload the 6 Minutes for Safety database by May 1, 2013. (Jenn Smith)

Broken Website Links

Jenn Smith will ensure that website links are fixed as part of the redesign. Those with functional responsibilities for webpages are asked to submit updates and needed corrections as needed to Jenn.

Blog Development

LC members created numerous blog entries. Pam McDonald will edit and load into the queue for posting over the next few months.

Next Meeting

The next meeting is tentatively set for December 3-5, 2013, in San Diego.