

NWCG LEADERSHIP SUBCOMMITTEE MEETING
College Station, TX
April 12-14, 2016

Agency Representatives Present: Shane Olpin, Chair (USFS); Eric Walker, Co-Chair (BLM); Ted Mason (FWS); Dave Gerboth for Brian Fennessy (IAFC/City/Municipal); Mark Stanford (States/TFS); Jordan McKnight (NPS)

Ad Hoc: Kelly Woods (BLM, Monday & Tuesday) and Jean Gallagher (USFS), GATR Liaisons; John Wood (USFS), Lead by Example Award; Pam McDonald (BLM), Logistics/Social Media Coordinator; Alexis Waldron (USFS), Self-Development; Dave Gerboth (SDFD), L-580 CMUM; Randy Skelton (USFS), L-380 CMUL; Bill Miller (USFS, via conference call Monday), L-381 CMUL/NAFRI; Brandon Corbitt (USFS), Staff Ride Library; Ashleigh D'Antonio (USFS), L-180/L-280 Co-CMUL; George Risko (NASF – South Region), Liaison; Aaron Mielke (NASF – Northeast Region), Liaison; Jay Wickham (NASF – West Region), Liaison; Joe Williams (USFS), L-380 CMUM; Matt Lynde (USFS), L-380 CMUM; Jim Shultz (NPS via conference call Monday-Wednesday), L-480 CMUL

Guests: Tim Blake (NPS), NWCG Operations Branch; Brad Stewart (USFS); Bob Garcia (USFS)

TUESDAY, APRIL 12, 2016

WELCOME & INTRODUCTIONS

Mark Stanford, Texas A&M Forest Service Chief, and Tom Boggus, Texas A&M Forest Service Director and State Forester, welcomed the LSC and guests to Texas. Mark Stanford briefed the LSC on the land-grant university concept (Handout #1).

LSC members introduced themselves; new members included George Risko (NASF – South Region), Liaison; Aaron Mielke (NASF – Northeast Region), Liaison; Jay Wickham (NASF – West Region), Liaison; Joe Williams (USFS), L-380 CMUM; Matt Lynde (USFS), L-380 CMUM. Guests included Brad Stewart (USFS) and Bob Garcia (USFS).

A main focus of the meeting was the curriculum and reviewing the Action Item Log for deletions and workgroup completion.

COMMITTEE MAINTENANCE

Functional Responsibilities Review **(Olpin)**
Travis Touchette, NWCG Refresher Program, was approved as the new Refresher Liaison and Leadership in Cinema Steward (#621 completed).

Aaron Mielke, Jay Wickham, and George Risko were approved as ad hoc members representing the three regions of National Association of State Forests (NASF). Mark Stanford has developed a process for ad hoc selection and evaluation (#588 open) and will submit to Pam McDonald.

Subcommittee Budget

(Olpin)

The 2017 project budget request is due **April 27, 2016**. At the fall 2014 meeting LSC members recommended a request of FY2017 funding for web construction/updates for staff rides and futuring. (#623 open)

Lines of Effort (LOE)

(Olpin)

The LSC discussed the LOE revision process. A workgroup (Mark Stanford, Alexis Waldron, Ted Mason, Jordan McNight, and George Risko) will revise the document and ensure that the LSC mission statement aligns with the LOE.

Developing a communications plan for marketing WFLDP initiatives will be moved to a line of effort. (#610, moved to LOE).

NWCG Operations Branch Leader Presentation

(Blake)

Tim Blake briefed the LSC on NWCG and provided an overview of the NWCG website and shared concerns from the NWCG Program Manager. Tim challenged the LSC to continue to evaluate all aspects of the development and delivery model, improve the certification process, and migrate from the WFLDP website to the NWCG website. CMULs began refining processes in November 2015 and continue to compile the *Curriculum Management Guide*. CMULs met on Monday, April 10.

The LSC Logistics Coordinator (Pam McDonald) will maintain LSC records and work with Krysta Shultz for uploading on the NWCG website (#605 open).

Action: Meet with NWCG staff and web support to determine what documents should go on the NWCG website by July 1, 2016. (Pam McDonald, Jenn Smith, and Shane Olpin)

LSC members have concerns about a full migration to the NWCG website. Maintaining the www.fireleadership.gov URL and interactivity are necessary elements to program success.

Next Meeting

(Olpin)

Four dates were proposed for the fall 2016 LSC meeting: the weeks of November 14th, November 28th, December 5th, and December 12th. Shane or Pam will send out a query to the group to determine the best date. Jordan McKnight and George Risko volunteered to jointly host the meeting in Florida.

LSC members discussed the potential need for special purpose meetings such as CMU task groups and transitions.

CURRICULUM UNIT UPDATES

CMU Meeting Report

(Walker)

Eric Walker briefed the LSC on the fall CMU conference call and April 10, 2016, meeting. The CMU meeting went well with contribution from CMULs and other members/advisors. The CMULs recommend a combined effort in the future. CMULs agreed to make every attempt possible to participate in monthly CMUL conference calls as schedules allow the second Monday of every month at 1400 Mountain (first call May 9th). A mid-summer face-to-face meeting may be needed.

All changes to the *Curriculum Management Guide* and CMU process are to be channeled through the CMU Point of Contact (Eric Walker) to Shane Olpin for review, then forwarded to the NWCG Executive Secretary (Krysta Shultz).

Overall, the curriculum is in good shape. CMULs find value in a curriculum review to identify gaps and overlaps.

The CMU will continue to work on broken website links under the Training Courses tab. (#602 moved to CMU)

The CMU Summit is on hold pending CMU curriculum review. (#628 dropped)

Action Items assumed by the CMU and transferred to the CMU Action Item Log: #481, #510, #542, #543, #592, #602, #603, #609, and #617.

Refresher Update (Olpin)

Scott Anderson will retire the end of April 2016. Travis Touchette was hired for Eric Hipke's position. Travis will become the liaison to the LSC for the Refresher.

L-180/L-280 Curriculum Update (D'Antonia)

Brandon Selk and Ashleigh D'Antonio reviewed L-180 and L-280. A course review revealed no major overlaps. A minor refresh is needed to address broken links and inconsistencies in the objectives between the online and off-the-shelf versions in the *Field Manager's Course Guide*, and target audiences.

CMULs received concern about the use of L-380 FLACs in L-280 courses. The CMU believes that even if the same FLAC is used, the intended learning objectives are distinctly different. L-280 and L-380 CMULs will work with L-380 vendors and facilitative cadre on coaching as well as developing an L-380 FLAC evaluation form, if needed, and **report the status at the fall LSC meeting.**

The LSC denied the proposal to make L-280 a prerequisite for L-380.

The LSC continues to support studying the effectiveness of the L-180 online delivery. (#591 extended)

L-380 Curriculum Update (Skelton)

There are no recommended changes for L-380 (#481, moved to CMU) beyond a name change. A workgroup will be formed to propose three potential names from which the LSC can select.

A group of agency L-380 lead instructors have produced an agency-owned L-380 package. Rowdy Muir is the point of contact.

Joe Williams and Matt Lynde were approved to assist with L-380 evaluations and quality control and reviews.

L-381 Curriculum Update (Miller)

There were 23 L-381 courses delivered in the 2015 calendar year for NWCG clients; unknown deliveries for 2016. There are no specific curriculum issues of concern at this time.

L-480 Curriculum Update

(Schulz)

Jim Schulz will work on refining the target audience and focusing material on the organizational leadership perspective. L-480 needs revised following the launch of L-481.

L-480 funds will be used for the overall leadership curriculum review and integrating program elements and the website into the curriculum and instructor evaluations. A workgroup of CMULs, Eric Walker, and Alexis Lewis will work on potential options.

L-481 Curriculum Unit Update

(Olpin)

John Wood was approved as the L-481 CMUL. (#629 completed)

ACTION: Arrange an L-481 transition meeting in Boise to include Mark Cantrell, John Wood, and Eric Walker by June 1, 2016. (Shane Olpin)

Some confusion still remains between L-481 and S-420. There is no relationship between L-481 and S-420 beyond fulfilling the same requirement. L-481 did not replace S-420. S-420 is scheduled for revision by NWCG Training Development.

L-580 Curriculum Management Unit Update

Gettysburg Staff Ride

(Woods)

The spring delivery of the Gettysburg staff ride is the week of May 4th. Conference groups include the Great Basin, Northwest, and Southwest.

The L-580 CMU will make a decision about a fall 2016 delivery later this spring.

San Diego County Mega Fire Interactive Case Study

(Woods/Gerboth)

The San Diego County Mega Fire Interactive Case Study alpha delivery went well and was approved as an L-580 event pending minor revisions. NWCG is a customer of this product, not an owner; 8 to 10 seats will be available for NWCG personnel. Anna Dinkel, California South GATR, will coordinate future deliveries.

ACTION: Task the L-580 CMU with developing a selection process for the San Diego County Mega Fire Interactive Case Study and report status at the fall LSC meeting. (Shane Olpin and Eric Walker)

Fire SME Conference Group Leader Capacity

(Gerboth)

Dave Gerboth will check into the status of succession plan development to support and expand fire SME capacity conference group leader capacity and report to Eric Walker, CMU Point of Contact (#592 open).

LIAISON REPORTS

GATR Liaison Report

(Woods)

The GATR group has experienced significant turnover.

There has been an increase in demand for Critical Incident Stress Management (CISM) training.

GATRs continue to refine the Priority Trainee Program.

GATRs will meet with FEMA representatives to discuss processes.

Some GATRs have encountered approved lead instructors teaching courses at GATCs who will be willing to sign the approved provider certificates but are unwilling to sign NWCG certificates. The FMCG does not specifically refer to the term “approved providers” in the certificates section.

Update from Deb Fleming, NWCG Training Development: Although NWCG certificates are the desirable, approved provider certificates signed by approved lead instructors are acceptable documentation. Approved lead instructors may sign NWCG certificates. If further clarification and change is needed, GATRs should seek clarification and/or a request for change to the FMCG through OTC.

Wildland Fire Lessons Learned Center Liaison Report (Wednesday) (Dotson via Olpin)

Progress has been made on a developing a national staff ride workshop. LLC staff will meet with OMNA in June to develop a work plan for a targeted spring 2017 workshop. The intent of workshop is to aid groups from around the country to develop local staff rides for consistent delivery as a way to make staff rides more accessible, grow the familiarity with and use of this teaching/learning method, grow skilled cadre comfortable with staff ride delivery for future “high-end staff ride” cadre, and intentionally design staff rides as way to meet annual refresher and other topic coursework requirements.

Travis reminds LSC members that the LLC hosts a [WFLDP YouTube channel](#). Send fire-specific leadership videos to Travis for inclusion in the playlist along with a blog entry to Pam for social media exposure.

Smokejumper Liaison Report (Wednesday) (Morrison via D’Antonio)

Smokejumpers were tasked to provide middle- to upper-level leadership in Africa through USAid last year.

Interagency Hotshot Crew (IHC) Liaison Report (Cardoza/Cerda via Olpin)

Efforts are underway to reestablish a relationship with IHCs. IHCs were used extensively to build the WFLDP’s foundation.

JD Baker, OMNA International, spoke the IHC superintendents about staff rides during their spring meeting. Shane Olpin has offered to host a staff ride in conjunction with future IHC meetings.

WEDNESDAY, APRIL 13, 2016

USFS Pacific Southwest Region – Primary Leadership Academy (Stewart/Garcia)

Brad Stewart, Training Specialist and Program Coordinator, provided an overview of the Primary Leadership Academy. The mission of the academy is “to provide current and future Primary Leaders (First Line Supervisors) with the education, resources and skills necessary to be proficiency as supervisors and leaders.” A “tactical pause” was taken in 2016; the academy is set to resume in 2017. (*Handouts #2 & #3*)

WEBSITE/TOOLBOX ROUND ROBIN

Leadership in Cinema

(Touchette via Olpin/McDonald)

Shane Olpin recent met with Travis Touchette to discuss the responsibilities as well as futuring. Travis will work on a module for the Loop fire 50th anniversary.

Drexel University continues to advance their *Leadership in Film* program. Last year, Dana D'Angelo went abroad with the program with a summer exchange to the Netherlands. She will continue that effort in 2016/2017 and work with Travis as the Drexel program goes forward, including potential speaking engagements with Drexel students.

Leadership in Cinema is not just about movies. LSC members were challenged to promote other video avenues such as vidblogs (Vimeo, YouTube, TEDTalks, etc.).

Professional Reading Program

(Vernon via McDonald)

Prior to the meeting, LSC members received Justin Vernon's updates. Pam McDonald briefly touched upon highlights. Justin encourages, LSC members to identify places deserving of books. He also challenged CMULs to identify books to help populate the list of 25 books that correspond to leadership levels. (*Handout #4*)

With studies showing fewer people reading, LSC members suggested supplying audio books (via codes) to the field instead of hardbound or soft-cover books and promoting podcasts and apps such as Blinkist (condensed versions).

Staff Ride Library

(Corbitt)

Staff rides are quite popular; however, confusion still exists among staff rides, site visits and case studies regardless of website updates and social media campaigns. An informational video might be helpful. Brandon will assess.

The effort to create LSC-sponsored staff rides venues throughout the U.S. for non-C&G fire personal continues (*#613 open*). Shane Olpin is working with OMNA to develop staff rides for developmental crews such as Asheville IHC.

The format of the Staff Ride Library is in need of an update. As stated during budget updates, funding will be needed (*#623 open*) to advance the effort. The website migration may affect this effort greatly.

The LSC briefly touched upon numbering staff rides. There seems to be other groups discussing the numbering concept for events.

Brandon and John continue to work on adding the Dutch Creek staff ride to the Staff Ride Library. (*#627 open*)

Brandon will follow up on the effort to finalize staff ride map standards. (*#607 open*)

Tactical Decision Games

(Dotson via Olpin)

Travis has received several new TDGS for the TDG Library; however, they do not fit easily into the existing categories (all were medical emergency such as patient care/transport decisions). Travis posed whether to reorganize the TDGS library or just stick them in the "large fire" category (or some other non-intuitive location). Due to the nature of a potential website

migration “tactical pause” on new endeavors and that “incident within an incident” already resides under the “Large Fires” tab, the LSC recommends placement under that tab.

Mobile Technology/Applications (Wood)

John Wood contacted Esther Godson, USFS Technology & Development Center, regarding mobile technology. Esther recommended reading “10 Social Media Trends Government Communicators Should Pay Attention to in 2016” (<http://bit.ly/1r4XAJJ>).

The LSC has not identified a mobile technology advisor (#622 *open*). Members believe this is a critical need for meeting people where they are and the success of future endeavors. John Wood will continue to search for a candidate.

LEAD Time (Cota via Olpin)

No update provided. Heath Cota is on a detail.

Standard Operating Procedures (Thompson via Olpin)

Shane Olpin is working with Aaron Thompson on vision, futuring, and continued benchmarking of other organizations.

Briefing and Intent (Skelton)

The effort to create videos for the website was suspended. (#436 *dropped*)

Joe Williams will replace Randy Skelton with functional responsibility for the briefing and intent tool. Russ Long will assist as able.

After Action Reviews (Dotson via Olpin)

No changes or updates since last big overhaul (new formats, tips & tactics, and updated videos).

Leading in the Wildland Fire Service Publication (Olpin)

There is no intent to revise the publication at this time.

Nicole Hallisey provided email direction to Pam (who forwarded to members) regarding publication re-ordering and revision processes. (#626 *completed*)

Pam still has a good supply of *Leading in the Fire Service* in her office if LSC members need copies.

Wildland Fire Leadership Campaign (McDonald)

Members of the Texas A&M Forest Service (TFS) and San Diego Fire and Rescue launched the *2016 Wildland Fire Leadership Campaign – Never Stop Learning* from the All-Hazard IMT Association symposium in Denver, CO, the second week of December. The AHIMTA graciously marketed the 2016 campaign via their social media platforms.

Washington DNR’s South Puget Sound Region was selected as the 2015 IGNITE From the Field for the Field Contest winners. Members came to Boise for three days to receive the award, learn more about NIFC, the Wildland Fire Leadership Development Program, and NWCG Training Development, including the Refresher. Due to the quality and number of contest submissions for 2015, Pam McDonald recommended the contest continue.

Self-Development Program

(Waldron)

Alexis Waldron and Russ Long continue to work on the concept of “booster shots.” Efforts are still underway to obtain an e-newsletter account for distribution. (#631 open)

Leaders We Would Like to Meet

(Smith via Olpin)

The redesign of *Leaders We Would Like to Meet* is on hold pending website migration. (#546 tactical pause)

A new submission for Glen Stratton should be available on the website soon.

Social Media

(McDonald)

Social media platforms continue to perform well. Pam has noticed drops in followership when she is unable to nurture the sites as a collateral duty.

Facebook topped the 9,000 milestone in March and the blog was recognized as #40 on the list of Feedspot’s [Top 100 Leadership Blogs](#).

WEBSITE & COMMUNICATIONS

(Smith via Olpin)

Jenn Smith just finished a detail to NWCG Training Development where she worked on the Refresher.

Due to the potential for a website migration, the following items are on hold: provide intent/purpose statements for the values and principles and other program elements pages (#599 & #606 tactical pause), create a more interactive values and principles page (#600 tactical pause), review of the “Program” and “FAQs” pages (#601 tactical pause), difference between the LSC and the WFLDP (#604 tactical pause), mini-poster downloads and PDF-to-e-Reader guidance (#608 tactical pause), and housing of electronic leadership presentations (#598 tactical pause)

BENCHMARKING/LSC DEVELOPMENT SITE VISIT

Texas A&M University

LSC members visited the campus of Texas A&M University to experience leadership development as an integral part of culture and tradition. Members were given a briefing on the [Sam Houston Sanders Corps of Cadets Center](#) where core values are instilled in cadets to make them efficient and effective leaders. Other sites included the Congressional Medal of Honor Hall of Honor and Rudder Theater, named after General James Earl Rudder.

THURSDAY, APRIL 14, 2016

MISCELLANEOUS INIATIVES

Paul Gleason Lead by Example Award

(Wood)

Rowdy Muir (Initiative and Innovation), Jerry Ingersoll (Motivation and Vision), Tommy Hayes (Mentoring and Teamwork), and Justin Vernon (Motivation and Vision) were selected as the 2015 winners of the Paul Gleason Lead by Example Award.

The selection, plaque production, and presentation processes continued to work well.

John will continue to work on the LBE Operations Plan and a potential online application process (pending website migration).

Firehouse magazine promoted the award in 2015.

Southern State Fire Chiefs Leadership Development Grant (Stanford)

Mark Stanford briefed the LSC on the Southern State Fire Chiefs' plan to develop leadership in the southern states through repurposing grant funding in 2016. (*Handout #5*)

Authentic Leadership (Waldron)

Alexis updated the LSC on the authentic leadership initiative. Alexis with the assistance of Lane Lamoreaux have been interviewing wildland fire leaders. There should be a lot of good footage of general leadership snippets that can be used for other efforts.

Authentic leadership will be the focus of the 2017 Wildland Fire Leadership Campaign as well as booster shots and social media exposure. Two books being considered for the campaign foundation are Henna Inam's *Wired for Authenticity* and Karissa Thacker's *The Art of Authenticity*.

Alexis will be working on tools (e.g., SPLS and ALQ) for leaders can use to measure authenticity in themselves and others. Like the iceberg model, much of the authentic self lies below the water line.

The effort to integrate compassion into *Leading in the Wildland Fire Service* was suspended. (#612 dropped)

Miscellaneous Action Items (Olpin)

The LSC found value in an electronic version of the one-page informational handout for the general leadership audience and a "What's New" informational briefing document for lead instructors. (#571 open). Pam McDonald will create the general handout and work with Eric Walker on the document for lead instructors.

The effort to pursue formal benchmarking and leadership development opportunities with the U.S. Air Force Academy was considered an agency effort and dropped. (#614 dropped)

Shane Olpin will continue to work with the Lines of Effort task group to align the NWCG Master Charter for the LSC with the lines of effort. (#632)

WORKGROUP BREAKOUT SESSIONS

LSC members joined various workgroups to complete action items, responses, and CMU support. LSC action items included:

- **Conduct a Go-To meeting to finalize the draft Lines of Effort document and present at the 2016 fall LSC meeting. (Ted Mason – lead, Alexis Waldron, Jordan McKnight, Mark Stanford, and George Risko)**
- **Submit prospective course titles for L-380 to Joe Williams or Eric Walker by July 1, 2016. (All LSC members)**

CMUL action items included:

- **Prepare a FMCG request for change to align objectives for L-180 and L-180 Online courses and report status to Eric Walker, CMU POC, by August 1, 2016. (Ashleigh D'Antonio and Brandon Selk)**
- **Draft new language regarding L-180 Online access as a suggestion for replacing present text on the NWCG Training Development website and report status to the Eric Walker, CMU POC, by June 1, 2016. (Jean Gallagher)**

NWCG LEADERSHIP SUBCOMMITTEE
Assigned Areas of Functional Responsibility

Liaisons

- Geographic Area Training Representative – Kelly Woods
- IHC – Brian Cardoza/Paul Cerda
- NAFRI – Bill Miller
- Smokejumper – Brent Morrison
- Wildland Fire Lesson Learned Center – Travis Dotson

Curriculum Management Unit

- Refresher Training – Travis Touchette
- L-180/L-280 CMU – Brandon Selk and Ashleigh D’Antonio
- L-380 CMU – Randy Skelton (CMUL); Joe Williams, USFS; Matt Lynde, USFS
- L-381 CMUL – Bill Miller
- L-480 CMUL – Jim Schulz
- L-481 CMUL – John Wood
- L-580: Larry Sutton, USFS (CMUL); Paul Hanneman, TAMFS; Dave Gerboth, SDFR; Tom Yuneman, FDNY; Bill Hahnenberg, USFS; Chris Wilcox, USFWS

Online Leadership Toolbox Task Team Leads

- After Action Reviews – LLC w/Travis Dotson
- Briefing and Intent – Joe Williams and Russ Long
- L-280 Field Leadership Assessment Course – Brandon Selk and Ashleigh D’Antonio
- L-380 Crew Cohesion Assessment – MCS
- LEAD Time – Heath Cota
- Leaders We Would Like to Meet – Jenn Smith
- Leadership in Cinema – Travis Touchette
- Mobile Applications – John Wood
- Professional Reading Program – Justin Vernon
- Self-Development Plan – Russ Long and Alexis Waldron
- Social media: Blog/Facebook/Twitter – Pam McDonald and Justin Vernon; YouTube Playlist – LLC/Travis Dotson, NIFC/Jenn Smith
- SOP Guide – Brian Cardoza and Aaron Thompson
- Staff Ride Library – Brandon Corbitt
- TDGS Library – LLC w/ Travis Dotson

Miscellaneous Functional Areas

- Gleason Lead by Example Award – John Wood
- Leadership Program PowerPoint – Shane Olpin
- Leading in the Wildland Fire Service – Shane Olpin
- Logistics Coordinator – Pam McDonald
- Project and Meeting Coordination/Budget and Record Retention – Shane Olpin and Pam McDonald

Revised April 2016

- Webmaster/Communications – Jennifer Smith
- Wildland Fire Leadership Campaign – Pam McDonald

Approval Process for Subcommittee Membership and Meeting Attendance

- Agency Representative membership approval – Parent Group
- CMU Lead approval – Agency Representatives
- Ad Hoc membership approval – Agency Representatives
- Guest meeting attendance approval – Courtesy notification to the LSC Chair and Logistics Coordinator