

**LEADERSHIP COMMITTEE MEETING**  
**San Antonio, Texas**  
**September 17-19, 2002**

Members Present: Larry Sutton—Chairperson, BLM; Jim Cook, USFS; Nancy Lull, NIFC; Mark Linane, Ventura County; Tim Blake, NWCG; JT Reynolds, NPS; Steve Thomas, ODF; Pam McDonald, Logistics, BLM

Members Absent: Joe Stutler, USFS; Pam Ensley, FWS; and BIA representative

Advisors Present (Days 2 and 3): Lark McDonald, MC Solutions; Anthony Escobar, BLM; Dan Buckley, NPS; Curtis Heaton, FWS; Ted Mason, BLM; Bob Kambitsch, BLM

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**Leadership Committee Address List—Larry Sutton**

Larry presented an updated committee member address list. Mark Linane, Ventura County, was introduced as a new member to the group. The BIA has not identified a replacement for representation on the committee.

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**Leadership Committee Charter—Larry Sutton**

Larry presented an updated copy of the Leadership Committee Charter for review by the group.

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**Program of Work—Larry Sutton**

Larry presented the proposed Program of Work that was given to the TWT for consideration and approval. Noted the recommendation that Joe Stutler be considered as liaison on the development of the Advanced Incident Leadership course (IMT Leadership Seminar—see later discussion) with NARTC.

**ACTION: Prioritize items and provide cost breakdowns for some line items for proposed Program of Work and resubmit to TWT for approval.** This item was based on input received during the week that TWT has a budget of \$15,000 earmarked for the Leadership Committee for FY 03, while the Program of Work submitted identified needs totaling \$64,000. (Larry Sutton)

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**Issue Paper #35—Numbering of the Leadership Courses – Tim Blake**

Tim updated the Leadership Committee on Issue Paper #35 concerning the numbering of leadership courses. Issue Paper #35 is being amended to reflect minor changes in the target audiences for each course.

**ACTION: Finalize amendments to Issue Paper #35 and distribute to Leadership Committee members for review. After short review period, submit through proper channels to TWT for approval. (Tim Blake)**

Discussion occurred about the perception of a missing number/level in the leadership curriculum. At present, there is no 400-level course in the curriculum. The committee suggested that the course be designed so that any incident management team candidate would be eligible to participate.

**ACTION: Change the name of “Advanced Incident Leadership” to “IMT Leadership Seminars” with a dual numbering system L-480/580 and ensure that the new name and numbers are incorporated into present information and communicated in the future. (All members)**

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**S-281 & S-381 Issue Paper (Draft) – Tim Blake**

Tim updated the Leadership Committee on the draft issue paper concerning the elimination of S-281 and S-381. The committee made suggestions to the wording and content of the issue paper.

**ACTION: Make corrections to draft S-281 & S-381 Elimination Issue Paper and distribute to Leadership Committee members for review. After short review period, submit through proper channels to TWT for approval. (Tim Blake)**

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**S-131, Advanced Firefighter Training Issue Paper (Draft) – Tim Blake**

Tim presented a draft issue paper regarding the fate of S-131, Advanced Firefighter. The original recommendation from the Report of the Leadership Task Group was to eliminate S-131 and replace it with Followership to Leadership (F2L). Given the new target audience for F2L (single resource boss), the recommendation to eliminate S-131 is no longer valid. S-131 needs to be revised using current doctrine (IRPG) and sand table exercises.

**ACTION: Rewrite the S-131, Advanced Firefighter Training Issue Paper (draft) to rescind the recommendation to eliminate S-131; distribute to Leadership Committee members for comment. Also, recommend to the TWT that the revision of S-131 be undertaken soon (it is not currently scheduled for revision) and that the revision incorporate more hands-on exercises and reference to the IRPG. (Tim Blake)**

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**Leadership Analysis Tool – Tim Blake**

Tim gave an overview of a tool that can be used by project leaders to determine leadership skills for a particular job. It provides a framework for project leaders/SMEs to identify essential leadership skills that should be addressed during position task book revision and course development. This tool is a dynamic document that can be updated as

needed. Tim explained that he has used this tool with success during a Smoke Management course revision effort.

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**Followership to Leadership (F2L) Course Status – Jim Cook & Mark Linane**

Jim and Mark updated the committee on the status of the F2L course. The course is scheduled for two beta tests. The NWCG Standards Unit will review the course this fall/winter. Followership to Leadership is due to be in the PMS system before June 2003. Two versions of the course will be available--one with video embedded in the PowerPoint presentations and one without.

**ACTION: Committee members network with various wildland fire academies across the nation to promote delivery of the Followership to Leadership course. (All members)**

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**L-380 and L-381 Design & Delivery Strategy – Jim Cook**

The group discussed the issues that need to be communicated to the TWT and ultimately to the field concerning L-380 and L-381. It was suggested that the USOPM model for how individuals and agencies address supervisory training requirements be considered as a starting point for developing a strategy. The overall desire is to provide a flexible approach to training development and delivery that does not lock people into using a single vendor or one-size-fits-all approach to developing leaders at this level.

**ACTION: Provide course descriptions for L-380 and L-381. (Jim Cook)**

**ACTION: Develop an issue paper to the TWT addressing the development and delivery issues for leadership training at this level. (Jim Cook & Larry Sutton)**

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**Communication Plan – Nancy Lull**

Nancy presented an updated copy of the communication plan to members and stressed that this plan is an internal working document. She also presented a PowerPoint presentation that members can use when discussing the leadership curriculum with various stakeholders. Discussion occurred about updating the one-page leadership overview for the field. The group agreed that a briefing paper needs to be developed for keeping fire directors informed on the progress of leadership development efforts. Nancy also asked the committee for other avenues for communicating information to the field. The committee spent some time going over the Outreach Plan matrix, identifying key stakeholder groups and individuals responsible for briefing them on the Leadership Committee's work.

**ACTION: Revise the leadership PowerPoint presentation to reflect name changes and proper website information and distribute CD-ROM to Leadership Committee members. (Nancy Lull and Pam McDonald)**

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**ACTION: Revise the one-page overview sheet to reflect name changes and updated information and distribute multiple copies to Leadership Committee members. (Nancy Lull and Pam McDonald)**

**ACTION: Create a briefing paper updating recent leadership development efforts for the fire directors. (Larry Sutton and Jim Cook)**

**ACTION: Create a Leadership Committee accomplishment bulleted list and distribute to committee members. (Nancy Lull)**

**ACTION: Create a mock-up brochure and bookmark that promote the leadership website. E-mail to committee members for review and approval at the next Leadership Committee conference call. (Nancy Lull)**

**ACTION: Revise the Outreach Plan (matrix) and distribute to committee members so that members know which stakeholder groups they are committed to contacting. (Nancy Lull)**

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**Breakout Sessions – All members**

Two breakout groups were created to work on separate issues: 1) leadership components of the 310-1 and 2) revision of issue papers.

**Leadership Issue Papers – Tim Blake, Jim Cook, Nancy Lull, and J.T. Reynolds**

Revisions were made to draft issue papers--#35-Amendment, S-281/S-381, S-131, Design & Delivery.

**ACTION: Submit all four issue papers to Leadership Committee Chairperson by October 21 for distribution to the TWT. These issue papers will be discussed during the TWT November conference call. (Tim Blake)**

**ACTION: Sit in on the TWT November 6, 2002, conference call to answer questions on issue papers. (Tim Blake and Larry Sutton)**

**310-1 Leadership Components – Larry Sutton, Mark Linane, Steve Thomas, and Pam McDonald**

Discussion occurred concerning the differences between positions in Operations and Command, and support positions (e.g., Logistics, Finance) and what leadership training should be provided to meet the unique needs of different groups. The committee agreed that timelines identified for course development currently underway should be adhered to as much as possible. Leadership training, both required and “additional”, should be integrated into Operations and Command positions (with the exception of Information Officer) in the 310-1 during the 2003 revision process. Integration of leadership training for Planning, Logistics, and Finance Section positions, as well as the Dispatch and Information Officer positions, should be deferred while a more thorough needs analysis is done for these positions to determine precisely what the leadership requirements are.

It is well recognized that all wildland fire leader positions deal with various forms of fatigue, stress and risk management, yet it is also recognized that the environments and risks that people deal with on a daily basis are quite different from one Section to another. Development of the training curriculum to date has largely focused on the environment and risks where people in Operations and Command positions function. More analysis is required to get a firm handle on exactly what leader skills are required for positions off the fireline and how best to address these leadership development needs.

**ACTION: Submit recommendations for modifications to the 310-1 to the IOSWT and TWT prior to the February, 2003 joint meeting of those two Working Teams. Attend that meeting to discuss recommendations for required or additional training for specific positions. (Larry Sutton)**

**ACTION: Meet with an SME group comprised of specialists in the fields of Logistics, Planning, Finance, Dispatch and Information to conduct a needs analysis and identify leadership challenges for support positions using the objectives from the Followership to Leadership and Fireline Leadership courses. Time frame: prior to February IOS/TWT meeting (Tim Blake)**

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#### **Program Evaluation – Steve Thomas**

Steve presented information he had collected concerning program evaluation. Discussion ensued on how the Leadership Committee should best proceed with program evaluation. As some courses are still in their early stages, committee members agreed that no formal evaluation tool should be implemented at this time, but a plan should be developed to address the need for an evaluation tool in the near future.

**ACTION: Develop a Program Evaluation Plan (draft) that identifies performance outcomes; present at the February Leadership Committee meeting. (Steve Thomas)**

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#### **Incident Leadership Update – Lark McDonald**

Lark presented the status of the Incident Leadership course. One alpha test has been conducted and a beta test is scheduled for February 3, 2003, through the Great Basin Training Unit in Boise. This portable training product is soundly designed, but some work is needed to provide a better correlation among lecture, simulation and after-action reviews (AARs). Some students underestimated the amount of pre-work that was needed for the course. Individuals who had attended the Fireline Leadership course prior to this course appeared to be better prepared.

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#### **Website Update – Jim Cook**

Jim presented the website layout to committee members. The site is schedule to “go live” the first week of October.

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**ACTION: E-mail comments/suggestions to Jim Cook concerning the website prior to October 4, 2002. (All members)**

**ACTION: Monitor comments received from the “Contact Us” section of the leadership website and forward to the appropriate Leadership Committee lead. Develop and maintain a process for tracking responses. (Pam McDonald)**

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**Leadership Development Resource (LDR) – Jim Cook**

The LDR is the “self-development” portion of the web site and of the leadership development program in general. Jim Cook introduced individuals who are working on various components of the LDR. Each person discussed his distinct area of the LDR and addressed Phase I development efforts (documents in .pdf format available on the Web, 6 months to a year implementation time frame) and Phase II (video, interactive distance learning, greater than 1 year). **The decision was made when discussing web site layout and design to re-name the Leadership Development Resource, as the phrase was thought to be too cryptic; from now on, this will be displayed on the web site as the “Leadership Toolbox” and the LDR will no longer be referred to.**

**Professional Reading Program – Mark Linane**

Mark (who has been working on this with Tom Boatner) presented the Professional Reading Program as part of the LDR. Tom and Mark developed a recommended reading list for wildland fire leaders based on ideas gathered from other organizations plus their own knowledge of available literature. The reading list on the LDR website includes diverse leadership and fire topics; the list will be kept to 100 books. Individuals are encouraged to review books on the list and submit other titles for consideration to Mark Linane or Tom Boatner.

**ACTION: Committee members read The Future of Leadership by Warren Bennis, Gretchen M. Spreitzer, and Thomas G. Cummings (ISBN 0-7879-5567-1), 2001 for discussion at the February Leadership Committee Meeting. (All members)**

**Tactical Decision Games and Sand Table Exercises (STEX) – Ted Mason**

Ted presented the STEX part of LDR. A .pdf document is available for download on the leadership website. A Train-the-Trainer course is being presented through the Great Basin Training Unit in October.

**ACTION: Collect recommended changes to the STEX/TDG Guide and modify as needed. (Ted Mason)**

**ACTION: Discuss the future of STEX promotion in the training development community at the February Leadership Committee meeting. (All members)**

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### **Personal Assessment – Anthony Escobar**

Anthony is working on the Personal Assessment portion of the LDR, which has involved a great deal of research as there are many tools available. At the present time a Self-Development Plan will be available on the Leadership web site. Future items include character, personality, and ethics assessment tools.

### **Unit Cohesion – Lark McDonald**

Lark presented the Unit Cohesion portion of the LDR. A list of behaviors is being developed that will help leaders identify cohesion within their teams and areas where it may be breaking down. This should be on the website within the next month.

### **Briefing & Intent – Dan Buckley**

Dan (who has been working with Greg Power) presented the Briefing and Intent portion of the LDR. Dan and Greg intend to provide various .pdf aids for inclusion on their portion of the website. Consideration is being given to video clips of briefings that “model success.”

### **After-Action Reviews (AARs) – Curtis Heaton**

Curtis presented the After-Action Reviews portion of the LDR. There is an AAR format in the Incident Response Pocket Guide; tips for leading AARs will probably be included in this area.

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### **Staff Rides – Larry Sutton**

A Staff Ride Guide for Wildland Fire will be available on the website. Larry will be modifying the Guide put together by John Glenn. Future components of this portion of the site include information to support staff riding in specific locations, as well as links to other sites.

### **Developing Standard Operating Procedures and Mentoring – Jim Cook**

Jim presented the Developing Standard Operating Procedures portion of the LDR for Chad Fisher and the Mentoring portion for Bill Adams, since they were not able to attend the meeting.

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### **Air Force Research Laboratory (AFRL)—Brooks Air Force Base – Bob Kambitsch**

Bob escorted the Leadership Committee to the Air Force Research Lab on September 19, 2002, for a presentation about training development and distance learning. The Air Force has applied a great deal of research psychology in the area of how people learn and communicate. Much of their work has centered on how people perform under stress. They are currently working on a leadership development online training product. We have an ongoing opportunity to work with the AFRL, taking advantage of the research

they have completed and the lessons they have learned about performance in high stress, high risk environments.

**ACTION: Make copies of the PowerPoint presentations created by Air Force Research Laboratory personnel and distribute to Leadership Committee and LDR sub-committee members. (Bob Kambitsch)**

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### **Winter Leadership Committee Meeting – Larry Sutton**

The next meeting is scheduled for February 25 - 27, 2003, in Monterey, CA, to coincide with the joint TWT and IOSWT meeting.

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