



## NWCG Training Working Team Leadership Committee



April 30, 2007

Memorandum

To: Chair, Training Working Team  
From: Chair, Leadership Committee  
Subject: Funding for L-curriculum Maintenance

On December 8, 2006 the Leadership Committee submitted the following budget request for FY2008 through Jim Glenn, the TWT Leadership Liaison:

<b>Normal operations</b>	<b>\$25,000</b>
<b>Communication plan and products</b>	
<b>L-380/L-381 course evaluation teams</b>	
<b>Creation of additional staff ride packages</b>	
<b>L-280 course revision</b>	<b>\$25,000</b>
<b>State/local scholarships for L-380/L-381 similar to FY07</b>	<b>\$100,000</b>
<b>TOTAL</b>	<b>\$150,000</b>

In response to the TWT memo of April 25, 2007 requiring a specific memo to request funding for maintenance of NWCG courses, the Leadership Committee would like to submit this follow-up information for the above L-280 course revision request.

L-180 course was published in 2000 and the L-280 course was published in 2003. A December 2006 review of the L-180 and L-280 courses identified a significant number of topics that merit revision. This review was validated again in March 2007. The Leadership Committee has determined that revising both courses concurrently with a single working group would be the most effective approach. An initial revision plan is attached that shows work to be done, timeframes, and specific funding necessary:

# L-180 AND L-280 REVISION PLAN

## Process:

- Bill Miller and Chris Wilcox to assemble a team of SMEs.
- The Leadership Committee will provide sideboards and intent (not looking for a full-scale course rewrite).
- Tim Blake will provide a liaison with NWCG Standards.
- Hire a contractor to assist with the technical writing aspect of the project.

## Timeframes:

- Invite SMEs and contractor to the Fall 2007 Leadership Committee meeting to initiate work.
- Products ready for testing by Fall 2008.
- Products finalized and ready for PMS by Spring 2009

## Funding:

- \$25,000 for FY2008
- \$25,000 for FY2009

## Specific work to be done:

### *L-180 topics for revision:*

- Replace current AAR material with updated information.
  - Consider using the *AARs for the Fire Service* PowerPoint presentation developed by the NWCG Leadership Committee and the NAFRI Lessons Learned Center.
- Replace the overhead transparencies with PowerPoint presentations.
- Consider placing a facilitated discussion regarding diversity into the Teamwork unit.

### *L-280 topics for revision:*

- Update AAR techniques
  - Replace Unit 7A video (Perfect Storm video and review) with updated AAR facilitation information from the *Conducting Effective AARs* video developed by the NWCG Leadership Committee and the NAFRI Lessons Learned Center.

- Update graphics.
  - Include the *Bias for Action* ladder—What happens to you? on Unit 3 page 22
  - Validate other graphics as appropriate
- Incorporate *Leading in the Wildland Fire Service* (PMS 494-2) into L-280.
  - Consider using *Leading in the Wildland Fire Service* as some type of reading assignment—pre- or post-course reading
  - Link course concepts to PMS 494-2. For example:
    - Link *Bias for Action* section (page 27 of PMS 494-2) to the Bias for Action ladder graphic in Unit 3
    - Link *Knowing Ourselves and Seeking Improvement* (page 59, PMS 494-2) to the Unit 2 Leadership Toolbox Exercise—*Know Yourself*
    - Link *Born versus Made* (page 60 of PMS 494-2) to Unit 1—*Are Leaders Born or Made*
- Improve the Self-Development Plan (Unit 2, III)
  - Link to information on fireleadership.gov website.
  - Consider having students read Paul Gleason’s *Leaders We Would Like to Meet* on the fireleadership.gov website.
- Look for opportunities to introduce the TDGS concept instead of all video-based exercises. Some exposure to experiential-based learning would be beneficial:
  - Introduce students to TDGS as a learning tool
  - Introduce students to the TDGS Library in the Leadership Toolbox on the fireleadership.gov website
  - Provide a TDGS-delivered option for present video scenarios
- Eliminate potential copyright infringement concerning Situational Leadership®.
  - Change all instances of the terminology to “adaptive leadership.”
  - Research the copyright parameters to ensure that we are not violating
- Clarify exercise instructions for FLAC – some instructions for Day 2 are not clear
- Use a more realistic ethical dilemma
  - Consider replacing the Desert Storm example
- Match objectives to new competencies and behaviors
- Consider options for pre-course work to familiarize students with fireleadership.gov website
- Add instructor tips to fireleadership.gov website
- Review NWCG Standards comments from the field