

NWCG Leadership Committee Meeting

Conference Meeting Minutes

November 8th-9th, 2022 • 0900 MST • NIFC- Boise, ID.

Agency Representatives Present: John Wood Co-Chair (USFS); Mike Ellsworth Co-Chair (FWS); Jeff Arnberger (BLM); and Colby Jackson (NWCG).

Ad Hoc: Pamela McDonald (BLM); Ashleigh D'Antonio (USFS); Ted Adams (USFS); George Risko (NASF); Justin Vernon (USFS); Joe Williams (USFS); Matthew Lynde (USFS); Monica Morrison (USFS); and Brandon Selk (USFS).

Advisors/Liaisons/Guests: Patrick Morgan (USFS); Jeff Ennenga (Clackamas Fire District); Chris Lynde (USFS); Justin Vernon (USFS); Paul Cerda (USFS); Sarah Lee (NWCG); Kevin Maier (USFS); and John Hill (USFS) .

AGENDA/INTRODUCTIONS/ANNOUNCEMENTS

(WOOD)

- Welcome to LC members, virtual participants, and guests.
- No specific timeline on the meeting's agenda.

GENERAL UPDATES

(ELLSWORTH)

- CMUL group met on 11/07/22, and had a successful in person meeting.

L-180 & L-280 UPDATES

(ELLSWORTH)

- **Updates:**
 - Taking on L-280 first.
 - Jeff Ennenga will be assisting with L-280/L-180
 - Instructor draft is complete for L-280
 - L-280 could benefit from the web portal shell.
 - Atilla the Hun content has been removed because the book is difficult to obtain.
 - L-180 will be a little more complex to update due to both the online, and instructor lead version.
- **Barrier(s):**
 - None
- **Plan of Action:**
 - Spanish version of L-180 will be finalized next year.

L-380 UPDATE

- **Updates:**
 - All the design criteria and changes have been received well by the vendors.
 - MCS has updated their delivery package, and the CMUL has been monitoring this.
 - CMUL meeting had a good discussion about the pre-course work and its integration in the course.
- **Barrier(s):**
 - Communicating specific changes to the vendors can be challenging, but was successful.
 - The process/difficulty of becoming an L-380 Agency Instructor is discussed.
 - There is a cost and vendor bottleneck for L-380, and Staff Rides.
 - Discussion regarding how the LC can maintain the level of success/expectation the L-courses have had.
- **Plan of Action:**
 - A memo will be created regarding the small updates and or changes to L-380.
 - Create a task team before the next spring meeting to define what an instructor needs to be for L-380 curriculum.
 - Examine the original intent of this pre-course work.

ACTION: Morrison, Williams, Lynde, D’Antonio, Akerberg, and Morgan will examine new criteria for Agency leads for L-380, and present recommendations and or updates by next Springs 2023 meeting.

L-381 UPDATE

- **Updates:**
 - Small curriculum changes were made where content needed to be modernized.
 - NWCG has these changes at the moment.
- **Barrier(s):**
 - None
- **Plan of Action:**
 - None

L-480 UPDATE

- The LC discusses L-480, and its place/role within the L-Course curriculum, and how the LC certifies new instructors.
- **Updates:**
 - Conversations have been had with Colorado State University about building a L-480 curriculum.

- CMUL looked at what the intent of the course is, and how it fits in the curriculum.
- **Barrier(s):**
 - When Doug Booster leaves, the future of the course is expected to suffer without him.
- **Plan of Action:**
 - None

L-481 UPDATE

- **Updates:**
 - MCS is still the only vendor for the course.
 - The Risk Management Analysis is being covered correctly.
 - One delivery this spring in Florida, and Risko will evaluate the delivery.
 - Jeff Ennenga shows interest in becoming a Co-CMUL
- **Barrier(s):**
 - Co-CMUL needs to be located for L-481.

ACTION: Agencies recommend an individual to be Co-CMUL by January 1st of 2023.

L-580 UPDATE

- **Updates:**
 - Ellsworth went to a L-580 delivery and had observations between different level of “operators” attending the course.
- **Barrier(s):**
 - The intended audience and learning outcomes for L-580 may need to be defined and examined.
 - GATR’s are “gatekeepers” of attendance, and a steering committee could help with who is attending.
- **Plan of Action:**
 - Build a task team to re-validate what the LC is doing with L-580, and deliver recommendations to the group.

NEW LEADERSHIP COMMITTEE CHAIR

(WOOD)

- John Wood will be transferring the LC Chair position to Patrick Morgan.

ACTION: All present Agency Representatives vote for Patrick Morgan to become the chair of the Leadership Committee.

AUTHENTICITY PROJECT UPDATE

(McDONALD)

- Alexis Waldron was working on the Authenticity Project, and vignettes will become a WFSTAR product.
- The story maps in the project are an effective way to deliver content.
- There will be 21 short segment videos about leadership.
- The project which was started eight years ago is reaching finalization.

BOOSTER SHOTS

(ADAMS)

- The Booster Shots are now live on the Portal for the 5 Leadership Levels.
- There has been mixed participation among registered users (approximately 100 users).
- The intent is that students self-register, and are provided the resources that they feel is relevant to their leadership level.
- This program is intended to stay up to date and contemporary through various media products (books, YouTube, podcasts).
- The Booster Shot program (as seen on the Learning Portal) has been a “soft roll out,” and is being updated through user feedback.
- Discussion on how to communicate the Booster Shot Program, and increase user participation through outreach.
- Fireleadership.gov is still being maintained, and is live.
- Within the Wildland Fire Learning Portal, a programmatic tab for Leadership is being worked on.
- The Booster Shot Program is hard to find on the Learning Portal.
- The LC explores what it would take to stand up an application (app) in order to publish content.
- The Booster Shot Program could be integrated into L-Course pre-work requirements.

Plan of Action: Future coordination with Morgan, McDonald, and MCTI.

HOLES IN THE LEADERSHIP COMMITTEE

(ELLSWORTH)

- A reminder that Leadership Committee successional planning must be maintained, and recruitment of high achieving individuals.

LEAD BY EXAMPLE AWARD UPDATE

(CERDA)

- Last year there was a wave of award nominations during the latter part of the year.
- This year had a unique group of nominations.
- The selection panel is still being created.
- Nominations for individuals must elaborate on the nominees’ attributes.
- Previous recipients have been scrutinized over some concerns of eligibility.

- The LC cannot definitively say that the 2023 Paul Gleason LBE Award will be awarded due to issues with procuring the Award's plaques.
- The award is intended for recognizing outstanding leadership by the "boots on the ground."
- The LBE nomination form could benefit from being a fillable form.

Plan of Action:

- Request for the LC to look at the criteria for eligibility of the LBE award.
- George Risko will request permission from his director to fund the 2024/2025 LBE Award.
- Executive Board needs to be in the loop to approve selections/recipients.

ACTION ITEM: Wood, Ellsworth, and McDonald will write up an exemption for the NWCG Executive Board (Ethics) for Federal Agencies to give the LBE Award.

ACTION ITEM: Ted Adams, and Brandon Selk will help Paul Cerda examine the intent of the LBE Ops Plan by the Spring 2023 Meeting.

COMPLEX INCIDENT MANAGEMENT

(ELLSWORTH)

- IPSC has been tasked with presenting the new CIM structure to the Executive Board.
- Type 1 and 2 teams are going away, as CIM Teams phase in.
- This conversation is specific to NWCG Wildland Fire.
- There is a plan to transition current operators who have not taken 520.
- The next question is how to transition Type 3/Unit Leaders into the CIM realm.
- In the short term, a Type 3/Unit Leader will have a CIM position taskbook.
- There is also a proposed short-term training piece that is required for folks to enter the CIM realm (Field evaluation, plus one of S-420, L-481, and O-305).
- The proposed midterm plan (2024-2026) is that the T3 team has no standards, and that S-420, L-481, and O-305 will be required for one of these positions.
- Unit Leaders will also have to take one of either S-420, L-481, or O-305 prior to opening a CIM taskbook.
- The content of the proposed T3 training course (Basic IMT Training) in the future needs to be examined.
- In the long-term, there would be Advanced and Basic IMT training (2027).
- Position specific training will also be incorporated in the long-term plan.
- The LC discusses how to fit L-481 within the proposed curriculum of the new T3 training, and the challenges this task presents.

FEDERAL WORKFORCE DEVELOPMENT PROGRAM

(ELLSWORTH)

- Pam McDonald developed the logo for the program.
- “Project Description: A holistic framework across the federal agencies centered on learning, experiences, leadership, tangible, and intangible growth tied to job roles throughout an individual’s career in land management.”
- The idea is to do a competency analysis of the entire wildland fire series.
- NWCG does not cover “day job” competencies, and this program would develop employees from a holistic approach.
- This program would utilize existing NWCG courses, as well as other outside training and opportunities.
- Multiple Agencies will be hiring full time Training Specialist positions involved with this program (pending PD development).
- The Federal Workforce Development Program provides opportunity to provide mental health, retirement, and other non-occupational specific training for the workforce (hire to retire model).
- The intent is that the Wildland Learning Portal could host this program.

11/08/22 Meeting Concludes at 1623 MST

11/09/22 Meeting Begins at 0900 MST

INTRODUCTION/OPENING COMMENTS

(WOOD)

SOCIAL MEDIA/CAMPAGIN

(McDONALD)

- Social Media/Campaign interactions are made daily, and engagement is made with followers.
- Social Media content is monitored.
- Over the last few years, the number of social media posts have averaged approximately 200 individual posts.
- The LC Social Media campaign is closing in on 1 million views over the course of the Campaign.
- There are outside individuals who participate and contribute to the Campaign regularly.
- The Social Media Campaign has been a “lifeline” for struggling individuals, and shows that the platform is an outlet for people.
- Podcasts would be an effective outlet for the LC to distribute content.
- McDonald is also interested in pursuing leadership in cinema, but has little time for extra projects.
- The Campaign next year will focus on the “Service of Others.”
- Some of the most popular posts of the social media Campaign involve the “lives of the firefighter.”

LC SUCCESSIONAL AND STRATEGIC PLANNING

(ELLSWORTH)

- The LC needs to allocate energy for successional planning by recommending and or brining others to future meetings.
- Sending a “letter of appreciation” could help support operational level LC members and or future members.
- Planning needs to be completed in order to fill behind the many roles occupied by Pam McDonald when she retires.
- A team of people (PIOs, Social Media savvy individuals) will be required to step into Pam’s role in the LC when she retires.
- Pam’s unique understanding of the LC, and the connections she has presents a difficult challenge in filling behind her.
- It is uncertain how the BLM will backfill behind Pam McDonald’s position, and whether her position will go away.
- Sponsoring a “leadership summit” could help bring new individuals into the LC.
- Utilizing Teams could help bolster LC participation in the post-covid environment.
- The LC discusses the feasibility of shifting CMUL members into other LC positions and or functions (such as McDonalds).
- The LC explores if the module level could help make recommendations on course content and alterations.
- Individuals who regularly engage with the LC social media campaign could help with the LC (crowdsourcing).
- A discussion commences whether LC “Values and Principles,” and “Leading in the Wildland Fire Service” needs to be re-examined.
- The “Leading in the Wildland Fire Service” document is a foundational document for the LC.
- **Plan of Action:**
 - A task force to examine the Leadership Website, and the content/effectiveness of it.
 - Recruit modules/crews into the LC in order to help build content, distribute workload, and obtain buy in.
 - Defining what the

ACTION: Finish the recommendations the LC created for the “Leading in the Wildland Fire Service,” and the “Values and Principles.” These recommendations will be brought to the LC, and Agency Representatives by Spring 2023.

ACTION: Write an intent document defining what the “Leading in the Wildland Fire Service” is by Spring 2023.

PROFESSIONAL READING PROGRAM

(VERNON)

- Originally the program was composed of select books with an emphasis of buying books for modules to start leadership libraries.
- The vision for the program is to put effective tools into the program for people to use.
- Post-covid, more mindfulness, self-care, and holistic books have been placed into the Program.
- The intent is to pick 4-6 titles a year that pertain to leadership.
- The website was a challenge to switch over to the new platform, but is fully functional.
- Last year had more engagement with book submissions to the Program.
- The Program's strategy will continue with this current model.
- The Program could benefit from utilizing the Wildland Fire Learning Portal.
- It is difficult to completely measure the programmatic impact of the PRP.
- When book(s) are put on the Program, the list is updated and published to the NWCG website, blog, and social media.
- Corresponding Leadership Levels will be included on the book list.

LEAD TIME UPDATE

(WOOD / ADDY)

- L-280 course concepts have incorporated in 6-minutes for safety.

LESSONS LEARNED CENTER UPDATE

(WOOD / DODSON)

- Operations normal.

LEADERSHIP IN MEDIA PROGRAM UPDATE

(WOOD/McDONALD)

- The program encompasses all digital, and non-print media.
- Leadership in cinema was created as a different way to deliver leadership principles.
- This could be a program that falls off when McDonald retires.
- The program needs a custodian to take the project.

30-MILE FIRE PROJECT

(MORRISON/WOOD)

- The project was in the works, and the Covid pandemic put a halt on the project.
- Issues arose during the creation of the podcast content of the project.
- The Redmond IHC Training Crew is going to take 30-Mile as an annual staff ride for their training.
- The home Forest needs to be involved with the project.
- Many of the people involved with the incident are on the end of their careers, and the opportunity to complete the project may be slipping away.

- Connecting with Redmond IHC may be a good strategy if the LC moves forward with the project.

ACTION: The LC will transition to a support role for the 30-Mile project through content, resources, and information.

STAFF RIDES/EXPERIENTIAL LEARNING

(RISKO/MORGAN)

- The Staff Ride workshop is returning.
- There is a document which shows all Staff Rides that have been developed.
- Some of the Staff Rides need some attention.
- Information and maps for Staff Rides may go to the Wildland Learning Portal.
- Staff Ride coordination could use a team instead of one coordinator.
- There is a blend of contractor lead and Agency lead Staff Rides.
- Effort has been made to streamline a way to sign up for training, and that is why the Portal is being utilized.
- New Staff Rides are being explored.
- The Staff Ride Development workbook is going through the approval process, and is a great product.
- D’Antonio is interested in Co-Leading the Staff Rides/Experiential Learning.

ACTION: Examine an Experiential Learning Sub-Committee by the Spring 2023 LC meeting (Morgan).

ACTION: Coordinate between the CMUL’s and the Training Development Committee (TDC) (Ellsworth/Morgan).

NWCG EXECUTIVE BOARD

(ARNBERGER)

- Changes are happening to the Executive Board.
- A DOD Rep will be added to the NWCG Executive Board.
- Jim Shultz will be on the Executive Board for NPS
- Frank Guzman is retiring, and Heath Cota will fill his position.
- The Executive Board is planning a 2-day meeting to review business practices.
- February is the “All Chairs Meeting.”
- CIM, NMAC, and the Fire Management Board are a big focus at NWCG.
- Systems Improvement has been going on at NWCG for some time, and Position Training Modernization is a priority.
- Firefighter health in general is also a priority area of work.
- There is a large workforce transformation happening, and there is great opportunity to involve leadership principles while the Wildland Service is being re-formed.

EXPANDING LEADERSHIP COMMITTEE INFLUENCE/MESSAGING

(ALL)

- Presenting to others what the LC stands for and produces is a good way to disseminate LC products and messages.
- An annual message from the LC could be incorporated in the NWCG Fire Refresher.
- The topic of “leadership ambassadors” is explored by the group.

“LEADERS WE WOULD LIKE TO MEET” PODCAST

(MORRISON)

- Morrison has the equipment for facilitating the podcast.
- Lessons Learned Center now has their own podcast through contracting.
- Discussion whether the LC should stand up their own podcast.
- BLM 6-Minutes for Safety has an existing podcast.
- NWCG would have to help the LC implement this potential project.
- The LC needs expertise (outside) to facilitate this project, and a proposal to the NWCG Executive Board for approval.
- The LC would need to identify the barriers to entry involved with starting a podcast.

JEFF ENNENGA’S PRESENTATION

(D’ANTONIO/ENNENGA)

- Moodle is used at Jeff’s College, and it was not meeting all his needs.
- Google Sites is a tool that Jeff has been using for building courses.
- An example of an S-212 course is shown which used Google Sites.
- 20 virtual deliveries of S-300 have been done since the start of the Pandemic.
- The logins were an issue for getting into Moodle.

CLOSING COMMENTS:

(ALL)

- Need to update current LC position list.
- Decision to tentatively schedule the 2023 Spring meeting May 1st- 5th.
- Locations discussed for the Spring 2023 meeting are: New York, Philadelphia, Naval Academy.
- Possible future Agency Representative meetings in between LC meetings.

Meeting Concludes at 15:41 MST 11/09/2022