

NWCG LEADERSHIP SUBCOMMITTEE MEETING

Boise, ID

March 12-14, 2019

Agency Representatives Present: John Wood, Co-Chair (USFS); Eric Walker, Co-Chair (BLM); Ted Mason (FWS); Shane Olpin (USFS); Mark Stanford (NASF); Jim Shultz (NPS, acting)

Ad Hoc: Mike Ellsworth (BLM), OTC Liaison; Kelly Woods (BLM), GATR Liaison; Matt Lynde (USFS), L-380 CMUM; Ashleigh D'Antonio (USFS), L-180/L-280 Co-CMUL; George Risko (NASF – Southern Region), L-481 Co-CMUL; Pam McDonald (BLM), Logistics/Social Media Coordinator; Travis Touchette (NWCG), Leadership in Cinema; Monica Morrison (USFS), *Leading in the Wildland Fire Service*; Andrew Addey (USFS), LEAD Time; Alexis Waldron (USFS); Justin Vernon (USFS), Professional Reading Program; Jenn Smith (BLM), Leads We Would Like to Meet

Guests: Deb Fleming (BLM), NWCG Coordinator; Russ Babiak (BLM)

TUESDAY, MARCH 12 – THURSDAY, MARCH 14

[The order of the notes does not follow the actual meeting order. Committee business was mixed into the flow of the curriculum review as needed. Some updates were provided electronically and are included for LSC review and tracking.]

WELCOME & INTRODUCTIONS

LSC members and guests introduced themselves.

COMMITTEE MAINTENANCE

NWCG Coordinator Updates

(Fleming)

- NWCG continues to make organization structure changes to align with ICS.
 - OTC will remain a committee with subcommittees under their purview.
 - The Leadership Subcommittee will be elevated to committee status; effective date to be determined. Deb Fleming will remain assigned as NWCG Coordinator.
- The NWCG Executive Board will meet March 20 in Boise. John Wood will be present to provide the LSC/LC update.
- The LC will receive some funding for FY2020.
 - L-580 delivery - \$50,000 (not funded)
 - Fireleadership.gov URL funding - \$500 (BLM Fire Operations will provide funding)
 - Thirty-Mile 20th Anniversary (2021) video - \$40,000. Travis Touchette will be the interim point person until the co-chairs appoint someone to lead the Experiential Learning Subcommittee.

ACTION: Identify a point person for the Thirty-Mile 20th Anniversary video, ensure funding is allocated in 2020, and report the status at the fall LC meeting. (John Wood – lead and Eric Walker)

ACTION: Meet with Russ Babiak to finalize the vision for the Thirty-Mile video and report the status at the fall 2019 LC meeting. (Travis Touchette-lead and Shane Olpin)

- Deb recommends incorporating the *Curriculum Management Unit (CMU) Guide* into the new website.
 - Pam McDonald is the LSC/LC point of contact.
 - Shane Olpin voiced concern since the *CMU Guide* is the official contracting document for the US Forest Service.

ACTION: Transition the *CMU Guide* to a leadership standards document that can be used for contracting purposes and report project status at the fall LC meeting. (Pam McDonald-lead, John Wood, Eric Walker, and Shane Olpin)

- The web migration from the NIFC server to the NWCG server will be complete once the Staff Ride Library conversion occurs and the final redirect happens. LSC pages will receive slight revision once the elevation to a committee is official.
 - Pam McDonald is the LSC/LC point of contact.

OTC Update

(Ellsworth)

Mike Ellsworth briefed the LSC on OTC initiatives and actions.

- *RT-130*
 - NWCG will oversee the RT-130 standard. The Incident Operations Committee will conduct a review of positions they recommend take RT-130 and submit a briefing paper to the Executive Board.
- *S-420*
 - Test course set for April in Alaska.

MISCELLANEOUS INITIATIVES

Paul Gleason Lead by Example Award

(Wood)

- The Selection Committee recommended three individuals and one group for the 2018 award. Shawna Legarza and a few LSC members presented the first award to Kimberly Lightley.
- John Wood has stepped down as Gleason Award Coordinator. A new coordinator must be identified for 2019.

ACTION: Send recommendations for Gleason Award Coordinator to John Wood by May 1, 2019. (All LSC members)

- Agency Representatives discussed a proposal for a lifetime achievement award. Agency Representatives will vet the nominee through their agencies.

Leading in the Wildland Fire Service

(M. Morrison)

Monica Morrison gained approval to revise the *Leading in the Wildland Fire Service* publication. Monica with the assistance of Travis Touchette and Brad Oen will update the principles and document content; a proof of concept will be available prior to the spring meeting. The task group will ensure there is alignment with the *Learning in Wildland Fire Service* publication.

Wildland Fire Leadership Campaign

(McDonald)

The 2019 Wildland Fire Leadership Campaign – *The Art of Leadership* is going well. Pam has created a logo and bi-weekly challenges to support the delivery.

U.S. Forest Service Field Command School

(Olpin)

Shane Olpin briefed LSC members on a new Forest Service initiative to develop a field command school designed to address the national need for Incident Management Team (IMT) succession. Heath Cota and Jaci Stimach are the Field Command School Coordinators.

NWCG Systems Improvement

(Haney)

- Josh Haney, Acting NWCG Training Program Manager provided a status update on the NWCG Systems Improvement project and answered LSC member questions. Jeff Hughes will assume the position on March 18.
 - There is creative space to accommodate a new means of expressing leadership within the IPD template.

Leadership Research/Human Performance

(Waldron)

Alexis Waldron shared recent updates regarding leadership and human performance research, including the release of “Understanding the leadership perspective in wildland firefighting: gaps and opportunities for growth.” (Waldron and Schary. IAWF 2019)

- Mindfulness and self-compassion continue to be gaps between what followers deem important in a leader (Crewmember Perceived Leadership Skill or CPLS) and what leaders believe they are doing (Supervisor Perceived Leadership Skill or SPLS).
- SHARP (**S**TOP: What’s Happening? **H**ERE: Am I present? **A**CT: What am I currently doing? **R**ESPOND: What am I thinking and feeling? **P**ERSON: Am I taking care of myself?) continues to be widely used and effective mindfulness tool.
- Alexis will continue to work with Pam McDonald and the social media tool to promote the concepts of mindfulness and self-compassion.

Learning Management System (LMS) Update

(Woods)

Kelly Woods provided LSC members a live demo of the LMS being implemented by NWCG and the geographic training centers. The Great Basin Training Center is piloting coordination of the L-580 Gettysburg Staff Ride through the LMS.

Leadership Podcast

(Risko)

George Risko proposed developing a monthly leadership podcast. Travis Touchette and a Texas A&M Fire Service intern will assist.

ACTION: Create a test podcast and vet through the LSC by the fall 2019 LSC meeting. (George Risko – lead, Mark Stanford, and Travis Touchette)

Executive Board Briefings

(Stanford)

Mark Stanford proposed the LC develop a one-page bulleted overview for Executive Board briefings.

Leadership Podcast

(Morrison)

Monica Morrison briefed LSC members on the recently-formed Great Basin Employee Wellness Group. The group will address such issues as CISM, Stress First Aid, and Hospital Liaisons.

TOOLBOX ROUND ROBIN

Professional Reading Program (Email Handout)

(Vernon)

- Highlights (since last update):
 - The 2019 list is live on the website, emailed out. Got archive list on the website.
 - Shane Olpin suggests Justin Vernon contact Dana Skelly regarding *Dare to Lead*.
 - Working on the 2020 list of books to be vetted.
 - Shout out to those who helped with suggestions for the 2019 list.
 - Ensuring the PRP archive list is available on the web is a priority.

- LSC members would like to bring back the “Director’s Choice” recommended reading component of the PRP.

ACTION: Reach out to agency fire directors for book recommendations for inclusion in the 2020 PRP rollout and submit with a short synopsis to Justin Vernon by November 30, 2019. (All LSC agency representatives)

- Futuring/Standing Items:
 - Thinking about doing an unofficial “vlog” style video for each title in the future... would need to have a discussion about official vs. unofficial, hosting options, need for 508 compliance, etc. Obvious issues with NWCG endorsement or not, plus obvious time requirement to complete.
 - Continue looking for ways to easily promote PRP to the field; e.g., convince people that spending \$100 a year for a book set for crew/unit isn’t a terrible idea. Still a lot of resistance to spending money on books from field units.
 - Seeking assistance for developing discussion guides and program promotion.

Leaders We Would Like To Meet

(Smith)

Jenn Smith briefed the LSC on the completion of the Jack Wilson video. The 40-minute video, which will be housed on the NIFC YouTube channel, is a tribute to Jack Wilson who will turn 100 in April.

LEAD Time

(Addey)

- The command and control topic will be in the 6 Minutes for Safety rotation soon.
- Andrew is in the process of writing up a topic on the different leadership styles and sources of power; reinforcing of the L-280 concepts.
- Pam showcased the “Values Exploration Exercise” on social media and will ensure the exercise is incorporated into the website.

Values and Principles (Handout)

(Morrison)

Monica Morrison presented a proposed revision of the Wildland Fire Leadership Values and Principles. More work is required. Monica will work with Alexis Waldron to finalize a draft for the LC to review prior to the fall 2019 LC meeting. The revision effort will lay the foundation for the curriculum revision effort.

Leading in the Wildland Fire Service (Handout)

(Morrison & Touchette)

Monica Morrison and Travis Touchette presented a draft revision plan for the *Leading in the Wildland Fire Service* publication. NWCG is fully supportive of the revision and has provided innovative ways of promoting publication content.

ACTION: Coordinate with Kim Lightley and Kelly Kane in an advisory capacity to incorporate basic employee wellness topics into the *Leading in the Wildland Fire Service* publication by June 30, 2019, and report to the LC at the fall 2019 meeting. (Monica Morrison – lead and Travis Touchette)

Social Media

(McDonald)

Social media platforms continue to perform very well with great engagement by followers within the wildland fire service.

- Facebook: continues to be best avenue for interaction with approximately 16,000 followers
- Blog (March 1, 2018 to March 8, 2019): 8,393 users and 19,286 page views
- Twitter: over 1,440 followers

LEADERSHIP CURRICULUM REVIEW

L-480

(Shultz)

Jim Shultz, who was unable to attend the fall 2018 LSC meeting in Santa Fe, provided insight into proposed changes to the L-480 course criteria. Jim would like more time to flesh out the changes but proposed recommendations include:

- Focus content on “you as a leader” instead of organizational leadership.
- Encourage providers to use coaches instead of requiring coaches
- Allow cadre-delivered courses.

ACTION: Develop a change proposal plan and report to the LC at the fall 2019 meeting. (Jim Shultz – lead and Paul Cerda)

L-580

(Olpin)

Shane Olpin briefed LSC members on recent vacancies within the L-580 Curriculum Management Unit. Much discussion occurred on the placement of this group—under the CMU or under the Experiential Learning Subcommittee. Ted Mason will confer with L-580 CMUL Chris Wilcox.

ACTION: Develop a strategic vision for the L-580 Curriculum Management Unit and report to the LC at the fall 2019 meeting. (Ted Mason)

Expanded Leadership Curriculum Perspective (PowerPoint)

(Stanford)

Mark Stanford presented his view of an expanded leadership curriculum.

NEXT MEETING

The next LSC meeting was set for the week of December 1, 2019, in Orange County, California. Brian Fennessy will work on meeting logistics with Pam McDonald, John Wood, and Shane Olpin.

NWCG LEADERSHIP SUBCOMMITTEE

Assigned Areas of Functional Responsibility

Liaisons

- Geographic Area Training Representative – Kelly Woods
- IHC – Jay Wood
- 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 CMULs – Joe Williams and Matt Lynde
- L-381 CMUL – LJ Brown
- L-480 CMULs – Jim Shultz and Paul Cerda
- L-481 CMUL – Shane Olpin and George Risko
- L-580: Chris Wilcox, FWS (CMUL); Paul Hanneman, TAMFS; Dave Gerboth, SDFR; 2 vacancies

Online Leadership Toolbox Task Team Leads

- After Action Reviews – LLC w/Travis Dotson
- Briefing and Intent – Joe Williams and Matt Lynde
- L-280 Field Leadership Assessment Course – Brandon Selk and Ashleigh D’Antonio
- LEAD Time – Andrew Addey
- Leaders We Would Like to Meet – Jenn Smith
- Leadership Media – Travis Touchette
- Mobile Applications – John Wood
- Professional Reading Program – Justin Vernon
- Self-Development Plan – Monica Morrison
- Social media: Blog/Facebook/Twitter – Pam McDonald and Justin Vernon; YouTube Playlist – LLC/Travis Dotson, NIFC/Jenn Smith
- SOP Guide – Brent Morrison – Lead, Aaron Mielke and Jay Wickham
- Staff Ride Library – Brandon Corbitt
- TDGS Library – LLC w/ Travis Dotson

Miscellaneous Functional Areas

- Gleason Lead by Example Award – vacant after 1/2019
- Leadership Program Presentations – LSC Chair
- *Leading in the Wildland Fire Service* – Monica Morrison
- Logistics Coordinator – Pam McDonald
- Budget – LSC Co-Chairs
- Record Retention – All Members and Pam McDonald
- Webmaster – NWCG
- 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

LEADERSHIP COMMITTEE OPEN ACTION LOG

Item #	Date Assigned	Action Item	Mtg. Notes Pg. #	Date Due	Person(s) Responsible	Status	Lines of Effort
598	11/2014 Tucson, AZ	Submit electronic leadership presentations to Chris Wilcox who will work with Jennifer Smith to create a library on the WFLDP website. UPDATE to previous item: Create an OMNA task order under the IDIQ contract to create electronic leadership presentations for the BFTC.	8	February 1, 2015 April 2018	All LSC members Shane Olpin		A1
607	3/2015 Boise, ID	Following South Canyon staff rides in May, Chris and Paul will finalize “Staff Ride Map Standards” to be replicated and housed within the respective staff ride support materials in the SR library. UPDATE: Consult with Sean Triplett.	4	Fall 2015 Extended Fall Spring 2017 Spring 2018	Brandon Corbitt Mike Ellsworth	Avenza licensing conflicts. See fall 2016 notes.	C2
627	11/2015 San Diego, CA	Determine the feasibility of adding the Dutch Creek Staff Ride in-house versus vendor-created and report the status at the 2016 spring LSC meeting. UPDATE: Consult with Chad Fisher.	3	2016 spring LSC meeting April 2018	Shane Olpin and John Wood Shane Olpin		A3/C2
631	11/2015 San Diego, CA	Work with Justin Vernon to establish an e-newsletter (Mail Chimp) account for the WFLDP and report at the spring 2016 LSC meeting.	6	2016 spring LSC meeting	Shane Olpin and Pam McDonald	Partner up with LLC	C2

Item #	Date Assigned	Action Item	Mtg. Notes Pg. #	Date Due	Person(s) Responsible	Status	Lines of Effort
651	12/2017 Portland, OR	Reach out to EMICS about their potential L-481 course package and report status at the spring LSC meeting.	4	April 2018	Shane Olpin and John Wood		B
653	12/2017 Portland, OR	Develop a standard template for locally-developed staff rides; report the status at the spring 2018 meeting.	5	April 2018	Brandon Corbitt, lead; Travis Dotson		C
2018-2	4/2018 Duluth via Boise	Ensure that the L-580 CMU develop a plan to evaluate the “remote” version of the San Diego County Mega Fire Interactive Case Study.	3	6/2018	John Wood, lead; Chris Wilcox		
2018-4	11/26- 29/2018 Santa Fe	Send recommendations for Gleason Award Coordinator to John Wood by May 31, 2019.	2	January 31, 2019 May 31, 2019	All LSC members		
2018-5	11/26- 29/2018 Santa Fe	Follow-up, informally and formally, with Frank Guzman regarding use of WFLDP components with agency-specific products as well as next steps for initiative collaboration and report status at the spring 2019 LSC meeting.	3	February 1, 2019	John Wood- lead and Shane Olpin		
2019-1	3/12-14/2019 Boise	Identify a point person for the Thirty-Mile 20th Anniversary video, ensure funding is allocated in 2020, and report the status at the fall LC meeting.	1	November 2019	John Wood – lead and Eric Walker		
2019-2	3/12-14/2019 Boise	Meet with Russ Babiak to finalize the vision for the Thirty-Mile video and report the status at the fall 2019 LC meeting.	1	November 2019	Travis Touchette-lead and Shane Olpin		

Item #	Date Assigned	Action Item	Mtg. Notes Pg. #	Date Due	Person(s) Responsible	Status	Lines of Effort
2019-3	3/12-14/2019 Boise	Transition the CMU Guide to a leadership standards document that can be used for contracting purposes and report project status at the fall LC meeting.	2	November 2019	Pam McDonald-lead, John Wood, Eric Walker, and Shane Olpin		
2019-4	3/12-14/2019 Boise	Create a test podcast and vet through the LSC by the fall 2019 LSC meeting.	3	November 2019	George Risko – lead, Mark Stanford, and Travis Touchette		
2019-5	3/12-14/2019 Boise	Reach out to agency fire directors for book recommendations for inclusion in the 2020 PRP rollout and submit with a short synopsis to Justin Vernon by November 30, 2019.	4	November 30, 2019	All LSC agency representatives		
2019-6	3/12-14/2019 Boise	Coordinate with Kim Lightley and Kelly Kane in an advisory capacity to incorporate basic employee wellness topics into the <i>Leading in the Wildland Fire Service</i> publication by June 30, 2019, and report to the LC at the fall 2019 meeting.	4	November 2019	Monica Morrison – lead and Travis Touchette		
2019-7	3/12-14/2019 Boise	Develop a change proposal plan and report to the LC at the fall 2019 meeting.	5	November 2019	Jim Shultz – lead and Paul Cerda		
2019-8	3/12-14/2019 Boise	Develop a strategic vision for the L-580 Curriculum Management Unit and report to the LC at the fall 2019 meeting.	5	November 2019	Ted Mason		

CMU ACTION ITEMS

Item #	Date Assigned	Action Item	Mtg. Notes Pg. #	Date Due	Person(s) Responsible	Status
2017-1	3/2017 Boston, MA	Develop a process for lead instructors to provide feedback to students and incorporate into design criteria sections of the 2018 CMU Guide and report status at the fall LSC meeting.	3	November 2017	CMU, Eric Walker – Lead	
2017-2	3/2017 Boston, MA	Issue direction on formal letterhead to providers regarding procedures for CMU audits and recertification and report to the LSC at the fall 2017 meeting.	3	November 2017	CMU, Eric Walker – Lead	
2017-3	12/2017 Portland, OR	Create a task group to collect best practices and innovative teaching ideas from L-180 and L-280 and report to the LSC at the spring 2018 meeting. (Ashleigh D’Antonio, lead; Brandon Selk)	3	April 2018		
2017-4	12/2017 Portland, OR	Work with Heath Cota to test instructor evaluation feedback mechanisms; report status at the spring 2018 LSC meeting. (Joe Williams, lead; Matt Lynde)	3	April 2018		
2017-6	12/2017 Portland, OR	Ensure that target audience differences between S-420 and L-481 are addressed in the Field Manager’s Course Guide and report to the LSC at the spring 2018 meeting. (Eric Walker)	7	April 2018		
2018-2	4/2018 Duluth via Boise	Review all leadership course titles and submit proposal to OTC for consideration.	2	TBD	Eric Walker, lead; CMULs	

Item #	Date Assigned	Action Item	Mtg. Notes Pg. #	Date Due	Person(s) Responsible	Status
2018-3	4/2018 Duluth via Boise	Develop a task group to work with WFSTAR personnel to create yearly leadership modules for the Refresher.	2	9/2018	Eric Walker	
2018-4	4/2018 Duluth via Boise	Draft an issue paper to OTC regarding the impacts of S-420 on L 481 provider pools.	3	6/2018	Shane Olpin, lead; George Risko, and Eric Walker	