

## FINAL RECOMMENDATION

May 23, 2000

### **Recommendation of the Action Plan Team: Leadership and Communications Statement of Issue: 1-24, Recommendation - R-85 (Page 24 of the Action Plan)**

“There is a widely stated concern by the Fire Service community, FEMA, and USFA staff that the leadership within the USFA needs strengthening.”

**Summary:** (verbatim from the Action Plan)  
“Review and amend the Action Plan annually.”

### **Recommendation:**

1. The Chief Operating Officer (COO) shall ensure that the **entire** action plan is:
  - A. Addressed by appointed Action Plan teams
  - B. That each recommendation provided in the Action Plan is reviewed and forwarded to the COO and Senior Staff with the appropriate Action Plan teams' recommendation.
  - C. The COO and Senior Staff shall review and approve/deny all recommendations provided by Action Plan teams.
  - D. Approval recommendations shall become part of the Operating Policy, Strategic Plan and/or Marketing Partnerships Plans as applicable.
  - E. Recommendations returned (denied) to Action Plan teams, shall be re-evaluated by teams, then resubmitted to the COO and Senior Staff. USFA Sr. Staff will resolve any issues upon which agreement cannot be reached between the Action Plan Team and Sr. Staff.
  - F. The COO shall direct that a master file and visual display shall be kept current as to the status of all recommendations listed to the Action Plan.
  
2. The Action Plan will not require annual review and amendment, once it is fully addressed.  
Instead, it will become part of the operating policy of the USFA.

**Background:** The Leadership and Communication Action Plan team does not envision the Action Plan team document to be a living working document in the organization that needs to be reviewed and amended annually. Rather the team believes that the recommendations from the Action Plan will be distributed throughout the USFA's Strategic Plan, Operating Policy and identified Division and Branches goals and objectives.

**Conclusion:** Both the Blue Ribbon Panel and the Stakeholders have provided through the Action Plan recommendations a plan for a strengthened USFA to become more efficient and effective in carrying out its duties as the Nation's focal point for our country's fire problems.

It is incumbent then, that the USFA be able to clearly describe what action it has taken with each of the 176 recommendations. In addition, the USFA must consistently be able to display, track, and identify where in the organization each of the Action Plan recommendations have been assigned and their final disposition.

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APPROVAL DATE \_\_\_\_\_ DISAPPROVAL DATE \_\_\_\_\_