



IAFC/IAFF Labor-Management Initiative

Program Host Guide

IAFC/IAFF Labor-Management Initiative

Program Host Guide

Introduction

This document, the Program Host Guide, is intended to provide specific guidelines for a local host organization to conduct the IAFC/IAFF Labor-Management Initiative (LMI) program. The LMI program consists of two (Part I and Part II), two-day sessions and must be conducted six months apart. To maximize the benefits of the LMI program, all participants must attend both Part I and II (for a total of four days).

The contents of the Program Host Guide are intended for those who are responsible for coordinating the IAFC/IAFF LMI. The topics covered include:

1. Letter of Agreement;
2. Social;
3. Registration;
4. Meeting Space;
5. Lodging;
6. Audio-Visual;
7. Travel;
8. Meals;
9. Program Cost; and
10. Cost Defrayment Recommendations.

1. Letter of Agreement

The first step in planning the IAFC/IAFF LMI is the completion and submittal of the letter of agreement. The letter of agreement is provided to the LMI Program Manager with original signatures. If the program is to be delivered to a single fire department, the letter of agreement must be on fire department or union letterhead. In the case of regional delivery, either the state fire chiefs or state fire fighters association letterhead must be used. The letter must be addressed to both the President of the IAFC and the General President of the IAFF and the body of the letter must contain the following elements:

- a. Statement of agreement to conduct the program;
- b. Signatures of either the fire chief and union president or both state association presidents with their printed names underneath their signatures; and
- c. The titles of both leaders under their printed names and the formal names of the host organizations.

Once the letter of agreement is received by the LMI Program Manager, copies will be forwarded to the IAFC President, IAFC Executive Director, any IAFC division that is affected and to the IAFF. The designated IAFF staff member will forward copies to the IAFF General President and the appropriate IAFF District Vice President.

In the event that the proposed program will encompass more than one state, the letter of agreement must include the signatures of all affected state fire chiefs and state fire fighters association presidents.

The following is a sample letter of agreement:

Example:

<<State fire chiefs or state fire fighters association>>
OR
<<ABC Fire Department or IAFF Local 111>>
<<Anywhere, USA>>

Date

International Association of Fire Chiefs
4025 Fair Ridge Drive, #300
Fairfax, VA 22033

International Association of Fire Fighters
1750 New York Avenue, NW
Washington, DC 20006

The <<State fire chiefs association OR ABC Fire Department>> and the <<State fire fighters association OR IAFF Local 111>> have agreed to sponsor the IAFC/IAFF Labor-Management Initiative program to enhance and strengthen the labor-management relationship.

Additionally, both parties have agreed to adhere to the IAFC/IAFF Labor-Management Initiative program policies.

President Jane Doe
State Fire Chiefs Association

President James Doe
State Fire Fighters Association

OR

OR

Chief Jane Doe
ABC Fire Department

Captain James Doe
IAFF Local 111

In the case of delivery to a single fire department, one of the LMI facilitators assigned to the program will contact the host organizations' point of contact before the program dates to discuss the department's history and culture, as well as to obtain a better understanding of current issues facing the department.

2. Social

A social is a part of the IAFC/IAFF LMI and occurs during the evening of the first day of both Parts I and II. The social is held in a casual atmosphere where participants can network and continue discussions from the LMI sessions. It is important to remember that the social serves an important function other than being a forum for participants to network with one another. The social also provides the facilitators with an opportunity to observe interactions between and among participants. The facilitators' observations are used on Day Two for discussion as well as to determine if major divisions among the chiefs and union leaders exist beyond the formal setting.

The social should be conducted in a private setting so it is neither open to the general public nor conducted in the main area of a public establishment. Hosts previously have used the following spaces for their socials:

- a. Private hotel reception room with light food and beverages;
- b. Full dinners in hotel or restaurant private room;
- c. Full dinners and browsing in museums or local place of interest; and
- d. Outdoor barbeques in a limited access location.

The host organizations should indicate that the social is a mandatory event and for program participants only. Thus, they may decide to have the social at a local point of interest and provide a full dinner to maintain the group's interest in participating.

3. Registration

Registration is coordinated by the host organizations. Once the letter of agreement is received and the LMI program dates have been established, the registration process may commence. The registration form can be provided in an electronic format and posted on the hosts' web site(s). Each participant must complete and return the registration form to the designated host organizations' point of contact. All participant information must be entered into a database.

The registration form should be accompanied by the participant's registration fee if the hosts have elected to have participants be responsible for the program's cost. The registration form should include a written agreement that the participant will attend both Parts I and II of the program and be responsible (if the hosts have elected not to bear financial responsibility) for paying the registration fee in full.

In the case of regional delivery, both parties of a leadership pair (a fire chief and a union president) must register for both Parts I and II. If there is a problem with registering both halves of a leadership pair, the host organizations must contact the LMI Program

Manager before registration is accepted.

The maximum number of participants is 40 (20 leadership pairs or 20 people each from the fire department and union management teams).

4. Meeting Space

The host organizations must be mindful that the meeting space supports the program's atmosphere. The meeting space should be large enough to facilitate two breakout groups (half of the participants in each), yet small enough to allow for audio-visual aids to be heard and seen by all participants. Ideally, the seating arrangement should be similar to the National Fire Academy's classrooms, where a group of six to eight participants are seated comfortably at each table. Auditorium-style stadium seating should be avoided since interaction will be difficult in this seating arrangement.

Meeting spaces can include a variety of facilities – hotel meeting rooms, community centers, corporate training centers, and fire department training academies. The facility is not restricted to any one type; it is the space configuration which is the key element.

Some meeting spaces may fulfill the necessary requirements but may have unforeseen pitfalls. For example, large meeting spaces are ideal but many large spaces may have structural columns spaced throughout the floor plan, which create visual obstructions. Consider spaces where the walls are less ornate or empty in order to provide a palette for flip chart pages to be mounted. Noise can also severely interrupt the program. Check with the selected facility to ensure that construction noise and celebratory events will not impact the LMI program participants and facilitators.

Functionality must be the primary consideration. If the host organizations have elected to use a hotel's meeting space, the LMI Program Manager can assist in ensuring that the space is suitable for delivery of the program.

5. Lodging

Lodging is required for the facilitators. However, lodging may not be required for the participants based on local travel requirements. If travel is required for participants, it is recommended that the host organizations contact hotels for the availability of room blocks. Hotel selection may be based on the following factors:

- a. Participant cost per room;
- b. Ability to include meeting and hospitality rooms in the contract;
- c. Proximity to the meeting site; and
- d. Participants' travel convenience.

The participants and/or the host organizations are financially responsible for their rooms and incidental costs. The IAFC will bear the cost of the facilitators' lodging and other travel expenses in accordance with established program policies.

6. Audio-Visual

The facilitators require the use of different audio-visual material in the presentation of the program. The host organizations should plan to provide the required audio-visual equipment and supplies:

- a. **Means to display video material:** This can best be accomplished with a large screen with a data projector linked to a DVD player. The screen must be large enough so that all participants have an unobstructed view of the screen. An audio system must allow for all participants to hear the audio portions of the video presentations.
- b. **Means to display PowerPoint presentations:** Facilitators will bring their own laptops to use during the program.
- c. **Means to display dynamic presentations:** This requirement is primarily necessary to facilitate sessions with participant interaction (e.g. where feedback is solicited and lists are developed). The preferred method is flip charts. These can be easily deployed and utilized by the facilitators and results may be posted in various portions of the meeting space. At a minimum, the facilitators may use two flip charts (preferably Post-It type), two flip chart easels, different color markers, and masking tape (if Post-It type flip charts are not available).
- d. **Voice amplification:** Depending on the size of the facility, the host organizations must consider lavalier microphones for the facilitators. Two would be required, one for each facilitator.

7. Travel

Participants are responsible for their own travel arrangements. The financial responsibility for travel is borne by the participant unless an agreement is made between the host organizations and the participant for a travel stipend or reimbursement.

Facilitator travel and accompanying expense reimbursements are coordinated by the LMI Program Manager.

8. Meals

The host organizations have the option of providing coffee, lunch and snacks at their expense. If the host organizations are using a hotel for meeting space, the hotel can provide lunch and/or snacks. The cost of meals and snacks would then be the responsibility of the host organizations.

If the host organizations do not provide meals, participants will need to buy their own. If this option is chosen, the host organizations may want to ensure that the meeting facility is in close proximity to local restaurants and that participants are aware that they will be responsible for their own meals. Another option is to have carry-out style meals where the participants are given menu choices from a local vendor. The participants

may choose from the menu and then pay for the cost of their meal.

An important consideration is the menu choice. Many people have vegetarian, low-carbohydrate, low-fat, medically prescribed, and/or other special dietary needs.

9. Program Cost

The fixed-fee cost for the entire program (Parts I and II) is \$15,000, with \$7,500 to be paid to the IAFC upon completion of each part. With an optimal attendance of 40 participants, this cost breaks down to \$375 per participant. The participant fee includes 4 full days of program delivery and all participant course materials.

This cost does not include the cost of meeting space rental, food, participant travel and lodging, social expenses, and audio-visual rental. These expenses are the responsibility of the host organizations and/or the participants.

The host organizations may elect to assume the financial responsibility for the entire program, including the participants' registration. Alternatively, the host organizations may elect to provide partial funding or stipends for participants to attend.

10. Cost Defrayment Recommendations

There are some ways to offset the expenses associated with hosting the IAFC/IAFF LMI program, including, but not limited to:

- a. Sponsorship of the social event by a local vendor or corporation. **The host organizations must be cognizant of any ethics laws that may apply regarding the receipt of gifts or money in their jurisdiction.**
- b. The social event may be conducted in fire department civic or union halls if it is convenient to the meeting location and the lodging facility. The local fire department and/or local union may then be able to provide the food and beverages.
- c. Negotiating with a hotel to decrease or eliminate the meeting room rental fee in exchange for guaranteeing a predetermined number of room bookings and/or a guaranteed amount of food and beverage purchases.
- d. Utilizing existing facilities for meeting space. As mentioned, the host organizations may use fire department training academies. Depending on the venue, this may be a suitable option since training academies often possess the required audio-visual equipment.
- e. The host organizations may seek financial aid from external organizations. One source may be grant funding from federal, state, or local government consortiums created to enhance labor-management relationships. Another source may be a private corporation or individual who sees the value in the program and is willing to support it. **Again, the host organizations must be cognizant of any ethics laws that may apply regarding the receipt of gifts or money in their jurisdiction.**