



IAFC Human Relations Committee 2018–20 STRATEGIC DIRECTION



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Leadership Message

The fire service thrives when we are open to new ideas and new people. The IAFC Human Relations Committee (HRC) strives to proactively raise the awareness of diversity and inclusiveness in the fire/EMS service and promotes respecting one another's various values and characteristics such as race, nationality, religion, physical ability, gender, age, and sexual orientation. Diversity and inclusion go hand in hand. The HRC will help fire/EMS services identify and address systemic barriers embedded within policies, practices, and programs that inadvertently exclude individuals or whole communities.

Working with a third-party facilitator; members of the HRC and various affinity groups contributed to a summit session at Fire-Rescue International 2018 in Dallas, Texas, taking ideas and shaping them into transformative initiatives and actionable strategies which were prioritized over a three-year term. The framework will provide fire services with the tools and supports to identify and address systemic barriers in order to build and retain a diverse and inclusive workforce broadly representative of the citizens and communities we serve. It provides the means to integrate diversity and inclusion values and practices into the fire service culture.



Initiative 1: Increase effectiveness among affinity groups/stakeholder groups.

To increase the ability of the IAFC Human Relations Committee (HRC) to collaborate effectively with affinity and stakeholder groups.

Initiative 2: Enhance demographic and outcome data related to diversity.

To contribute to enhancing demographic and outcome data related to diversity.

Initiative 3: Marketing the benefits of diversity and inclusion.

To build and execute marketing campaign to share the benefits of diversity and inclusion to the fire/EMS service.

Initiative 4: Education and Training

To provide subject matter experts and content to enhance understanding and knowledge of diversity and inclusiveness.



We believe a powerful recipe for success is the combination of what each of us brings as unique individuals together with a common purpose and goals. We are proud of the progress we've made, and we're also motivated by a strong sense of what is still to come. We believe diversity and inclusion strengthens us and we are committed to taking actions to make sustainable progress; helping to serve and meet the needs of our increasingly diverse communities we serve.

Fire Chief Deryn Rizzi

IAFC Human Relations Committee Chair



Planning Methodology

“A goal without a plan is just a wish.”
—Antoine de Saint-Exupery, author (1900–1944)

As the quote suggests, having goals in and of themselves does not accomplish anything. Change starts with a plan. A plan—complete with goals, timelines, assignments, and incremental steps which can be measured—creates a roadmap for an organization to follow. For any organization, public or private, to reach its full potential, it must have a plan. An organization that knows where it is going, knows the environment in which it must operate, and identifies how to get there has the best chance to meet the needs of its community and achieve its vision. This planning process has served to refresh the International Association of Fire Chiefs’ (IAFC) Human Resource Committee’s (HRC) continuing commitment to professionalism, inclusion and diversity and set the path toward future success.



Mission, Vision, and Human Dignity Statements

Mission

A mission statement should clearly define the primary purpose of an organization or committees existence. It focuses the committee members on what is truly important to the committee membership and parent organization. The mission statement should be understood by all members and posted prominently throughout the organization's facilities. Each member should commit the mission to memory.

IAFC HRC Mission Statement

The mission of the International Association of Fire Chiefs Human Relations Committee is to provide information on how to create, adopt, and implement a sequence of proceedings on interpersonal and intergroup adjustments relative to diversity to the members of the IAFC so they can create, and implement a Value Centered Human Relations Approach program within their own fire department.

Vision

In addition to knowing their mission, all successful organizations and committees need to define where they expect to be in the future. The Human Resource Committee's vision provides members with a future view that can be shared, a clear sense of direction, a mobilization of energy, and gives a sense of being engaged in something important. Vision statements provide a direction of how things can be and a sense of organizational purpose.

IAFC HRC Vision Statement

Diversity and Inclusion is Universal!



Human Dignity Statement

The Human Resource Committee Human Dignity Statement is what the committee considers to be appropriate and inappropriate behaviors. The HRC dignity statement defines the committee's culture and belief system, thus providing a foundation in an environment that is always changing. The strategic planning team declared the following as core values for the IAFC Human Resource Committee.

IAFC HRC Human Dignity Statement

The IAFC faces many new challenges as we continue to provide leadership to a fire and emergency service that is ever evolving and in an environment where technology and the demographic composition of our society and workforces are changing at unparalleled rates. Our greatest resources for meeting the challenges of change are the members of the IAFC and their respective organizations who respond daily in operational and support roles to carry out their organizations' missions.

As an organization, we must take positive steps to ensure human dignity by avoiding any remaining vestiges of discrimination or unequal treatment including, but not limited to, a basis on race, color, spirituality, gender, age, national origin, ancestry, socio-economic backgrounds, sexual orientation, gender expression, gender identity, ethnicity, marital status, or any legally protected characteristic. To allow such discrimination or unequal treatment, whether active or passive, weakens our abilities to respond to our varied customer base.

The IAFC will lead by example to ensure an equal opportunity and fair treatment for all. Further, the IAFC strongly recommends that all fire and emergency services organizations/agencies develop written policies and have procedures in place to support these position recommendations. Included in these policies should be a statement reinforcing a zero tolerance posture for acts of deliberate and/or intentional discrimination.

It is important to maintain a fire and emergency service where each of us is morally committed to ensuring equality of opportunity and inclusivity for every individual. We all assume a personal responsibility for assuring that our responsibility transcends throughout our fire service. We must practice inclusive behaviors and we must educate others regarding the benefits and wisdom of inclusive behaviors while carrying out our missions

The words we speak and write play a significant role in creating the reality of an inclusive work environment. With an increasingly diverse workforce, the IAFC recognizes the need for inclusive language in written fire department policies and communications, as well as in daily fire department verbal communications. The IAFC has an Inclusive Language Guidance document available to assist.



With the completion of its mission, vision, and human dignity statement, the IAFC HRC has established the Committee’s foundation for strategic planning. ESCI strongly recommends that every member empower themselves with these elements; they are the basis for accomplishing the Committee’s strategic initiatives, goals, objectives, and day-to-day tasks.



Environmental Scan

To properly formulate strategic initiatives, the HRC planning team had to evaluate the external and internal organizational environment. The HRC planning team combined feedback from the IAFC membership and fire service industry at large. The internal brainstorming results, and their collective knowledge of the HRC Committee and the larger IAFC community were utilized to assess the environment in which the IAFC HRC operates. Analyzing and prioritizing the IAFC Community, and the fire service industries strengths, weaknesses, opportunities, and threats (SWOT) is the first step in identifying actionable strategies for the future.

Strengths

The identification of organizational strengths is the first step in the environment scan. An organization's strengths identify its capability of providing the services requested by its customers. The organization needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths or primary functions should be reviewed to evaluate the rate of return on precious staff time. The HRC planning team identified and prioritized the following IAFC HRC/fire service community strengths:

1. Women Fire Chief Council
2. Training and education opportunities
3. Vocal advocates (HRC)
4. Hiring good people
5. Diverse leadership
6. Affinity groups

When we know our own strength, we shall the better know what to undertake with hopes of success.

—John Locke

Weaknesses

Organizational weaknesses, or lack of performance, are also an important environmental scan element. To move forward, the organization must honestly identify the issues that have created barriers to success in the past. Weak areas needing improvement are not the same as challenges, which will be identified later, rather, they are those day-to-day issues and concerns that may slow or inhibit progress. Internal organizational issues, as identified by the planning team, are typically issues that are at the heart of an organization's problems. The HRC planning team identified and prioritized the following IAFC HRC/fire service community weaknesses:

1. Lack of shared vision

Never be afraid to expose a weakness in yourself. Exposing a weakness is the beginning of strength.

—Robert Anthony



2. Efforts are fragmented
3. Larger conversation and work group
4. Different values (internal and external)

Opportunities

An organization's opportunities and threats are generally derived from the external environment. Opportunities are focused on existing services and on expanding and developing new possibilities inside and beyond the traditional service area. Many opportunities exist for the IAFC HRC/fire service community:

1. To model successful organizations who are doing it well.
2. Create a cost benefit justification for diversity and inclusion.
3. Establish methods to collect credible diversity/demographic data for fire service and fire service leadership.
4. Educate and prepare the current generation to be inclusive. Leverage talent of the new generation and culture.
5. Grow the population of advocates.
6. Reinforce positive behaviors and influence to change negative behaviors.

A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.

—Winston Churchill

Threats

There are conditions in the external environment that are not under the organization's control. The identification of these conditions allows the organization to develop plans to mitigate or respond when a threat becomes an obstacle. By recognizing these challenges, an organization can reduce the potential for loss. The HRC planning team identified the following threats:

1. Financial priorities
2. Lack of education
3. Emotional health
4. Losing a dynamic and diverse workforce

If you don't like change you're going to like irrelevance even less.

—U.S. Army General Eric



Strategic Direction Plan

Definition of Terms

There are three main components to the IAFC HRC 2018–19 Strategic Direction plan: Initiatives, Goals, and Outcomes. For purposes of this strategic plan, they are defined as follows:

Initiative—The largest overarching element of a strategic plan, an initiative is a broad enterprise where the IAFC HRC may have multiple areas of focus.

Goal—A smaller component of and subordinate to an initiative, a goal is focused on one, particular area but is still general in nature. If all the goals under an initiative have been accomplished, the initiative will be considered achieved.

Outcome—The description of a desired measurable outcomes of a goal once accomplished.

Strategic initiatives, goals, and outcomes become an important part of the organization’s efforts. By following these components carefully, the organization will be guided into the future and should benefit from reduced obstacles and distractions. Each of the initiatives, goals, and outcomes were identified and confirmed in a planning workshop facilitated by ESCI with the IAFC HRC planning team.

The 2018–19 Strategic Direction Plan includes four primary initiatives:

Initiative 1: Increase effectiveness among affinity groups/stakeholder groups.

Initiative 2: Enhance demographic and outcome data related to diversity.

Initiative 3: Marketing the benefits of diversity and inclusion.

Initiative 4: Education and Training.

The following series of tables define each initiative with its subordinate goals and each goal with its subordinate desired outcomes.

**Initiative 1: Increase effectiveness among affinity groups/stakeholder groups.**

To increase the ability of the IAFC Human Relations Committee (HRC) to collaborate effectively with affinity and stakeholder groups.

Goals/Desired Outcomes	Goal 1a. Establish an open forum to enhance communication/synergy between affinity groups.
	Outcome: Create list of primary organizations in fire/EMS interested in human relations issues.
	Outcome: Put together communication channel for affinity groups
	Outcome: Schedule regular check-ins between affinity groups to enhance synergy, communication.
	Goal 1b. Establish annual diversity and inclusion symposium.
	Outcome: Stand up cross-affinity group planning committee to build symposium content.
	Outcome: Establish funding strategy for diversity and inclusion symposium.
	Outcome: Set date for symposium and cross-promote registration and planning.
	Goal 1c. Identify the IAFC affinity groups and point of contact.
	Outcome: Create digital form to get primary POCs from each primary affinity group.
Outcome: Share POCs across affinity groups to help enhance communication and awareness.	
Outcome: Share strategic plans across affinity groups and primary POCs for collaboration.	

**Initiative 2: Enhance demographic and outcome data related to diversity.**

To contribute to enhancing demographic and outcome data related to diversity.

Goals/Desired Outcomes	<i>Goal 2a. Membership enrollment collection point through the IAFC.</i>
	Outcome: Choose standard for data fields to collect related to optimal outcomes with diversity.
	Outcome: Establish marketing with IAFC membership and others to collect diversity data
	Outcome: Launch campaign to collect diversity data
	<i>Goal 2b. Surveys disseminated to various institutions/introductory letter.</i>
	Outcome: Provide standard schema for collecting diversity data.
	Outcome: Produce standard questions and data fields for data collection surveys.
	Outcome: Disseminate data collection surveys broadly and central collection points.
	<i>Goal 2c. Seek studies which outline demographic data.</i>
	Outcome: Reach out to associations, universities and research groups to establish data collective.
Outcome: Collect current efforts of studies and research data around demographic data.	
Outcome: Establish commonalities among studies collecting demographic data.	



Initiative 3: Marketing the benefits of diversity and inclusion.

To build and execute a marketing campaign to share the benefits of diversity and inclusion to the fire/EMS service.

Goals/ Desired Outcomes	Goal 3a. HRC members to attend division meetings at least once a year to market D&I.
	Outcome: Create list of IAFC division meetings.
	Outcome: Collect volunteers to visit local division meetings.
	Outcome: Dispatch volunteers to attend division meetings and means to report findings, updates.
	Goal 3b. Create a measurement tool as a feedback loop to evaluate the marketing effectiveness.
	Outcome: Establish optimal measurement tool for marketing effectiveness.
	Outcome: Choose formula for measuring marketing effectiveness on benefits of diversity and inclusion.
	Outcome: Share measurement tool and get input from affinity groups on ways to continually improve marketing effectiveness of benefits of diversity and inclusion.
	Goal 3c. HRC to work with identifying affinity groups to establish and implement a joint marketing strategy
Outcome: Identify affinity groups looking to work collaboratively on efforts.	
Outcome: Establish and share collaborative marketing efforts (current) and ideas (future) among affinity groups.	
Outcome: Put together joint marketing strategy and enlist affinity group POCs focused on these efforts.	



Initiative 4: Education and Training

To provide subject matter experts and content to enhance understanding and knowledge of diversity and inclusiveness.

Goals/Desired Outcomes	Goal 4a. Create language to be included in the NFPA 1000 and 1021 relative to diversity and inclusivity.
	Outcome: Create subgroup to review NFPA 1000 and 1021 diversity and inclusivity language.
	Outcome: Provide updates to language needed to update NFPA codes.
	Outcome: Submit language updates to NFPA codes.
	Goal 4b. Review CPSE credentialing criteria and recommend language to include diversity and inclusivity elements.
	Outcome: Create subgroup to review CPSE credentialing criteria for diversity and inclusivity elements.
	Outcome: Review and provide feedback on current CPSE credentialing criteria for diversity and inclusivity elements.
	Outcome: Submit feedback on CPSE credentialing criteria language to be more diverse and inclusion.
	Goal 4c. Create training model based on the language identified in Goals 1 & 2.
	Outcome: Establish subgroup to explore collaborative training model for collecting demographic data and communication among affinity groups.
Outcome: Define training model for improving collaboration and data collection among affinity groups and fire/EMS departments.	
Outcome: Dispatch training model and measure success on impact toward outcomes.	



Conclusion

The IAFC recognizes that diversity, inclusion, racial and gender equity issues are being raised within fire services across North America. The IAFC acknowledges that there are a number of fire and EMS departments as well as affinity groups that are discussing and addressing diversity and inclusion issues, and our goal is to create a mechanism to mutually support each other in achieving equity, diversity and inclusion goals. Our objective is to inspire positive change in the fire service. Our strategic direction is aligned to the core values of the IAFC in encouraging the development of a diverse workforce in the fire service, as well as actively developing leadership potential within the fire service.