



LMA
Labor-Management Alliance
Creating Relationships That Work

Labor Management Alliance

Mike Brown

May 22, 2019

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Welcome

- Welcome – IAFC and IAFF Leadership
- Introductions of Attendees
 - Name, Title
 - How long have you been involved with LMA?
 - What are you hoping to get out of this meeting?
 - What are you most looking forward to about the holidays?

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What They're Saying...

- "The relationship building and opening the lines of communication were the most beneficial"
- "Transparent information leads to a better outcome"
- "Took a couple steps forward in building trust"
- "Everyone was talking...and listening"
- "The facilitators shared their knowledge and experiences, impartially, and encouraged us to challenge ourselves"

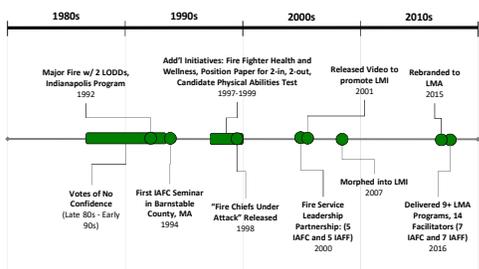
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History of LMA: Early Advisory

- Wingspread I, Statements of National Significance (1966): "Fire service labor and management, municipal officers and administrators must join together if professionalism is to become reality."
- Wingspread IV, Emerging Issues of National Importance (1996): "Fire service organizations operate in local political arenas. Good labor/management and customer relations are crucial to ensuring that fire departments have maximum impact on decisions which affect their future."

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Timeline of Events



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Fire Service Leadership Partnership



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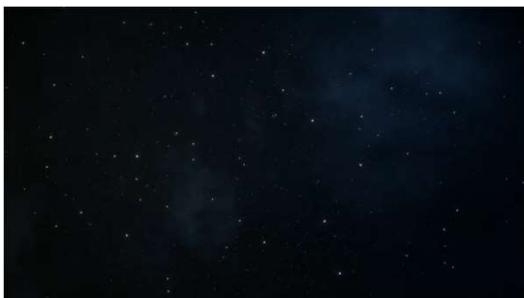
What does a Poor Relationship look like?

- Win/lose relationship
- Poor communications between Labor and Management
- A membership opposed to meaningful change
- A city administration and Fire Department administration with a lack of respect for the Rank and File.
- Reliving Past Battles
- Attacking People not Problems
- Low Participation
- Not supporting group decisions



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TED Talk by Celeste Headlee



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Motivation for Change

- Catastrophic incident
- Change in Political Leadership
- Change in Chief/Local Union Leadership
- Because it is the right thing to do



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Do Right



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Decision to Change:
Putting LMA Into Practice



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Roles and Responsibilities:

- Union:
 - Act as advocates
 - Provide representation
 - Support members in work-related matters
- Fire department:
 - Serve to educate public
 - Prepare city forces for disaster response
 - Provide some emergency medical assistance



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Developing Ground Rules: Activity



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Meet with your counterpart and establish Ground Rules

Suggested Ground Rules:

- An open discussion of concerns with a focus on interests
- Listen actively - seek to understand before being understood
- Each person to speak without interruption, allowing everyone an opportunity to speak
- Acknowledge the viewpoint of others, but it is okay to disagree constructively
- Accept mistakes in good faith
- Treat each other with respect
- Other??



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IAFC/IAFF Labor-Management Initiative Guiding Principles

The following principles have been developed and agreed to by the International Association of Fire Chiefs (IAFC) and International Association of Fire Fighters (IAFF) in the true spirit of cooperation for the enhancement of the fire EMS service and the communities it serves. We recognize that mutual adherence to these values requires the constant effort of labor and management representatives.

Guiding Principles:

- To recognize that labor and management have a mutual goal of ensuring the well-being and safety of fire EMS personnel and providing high quality service to the public.
- To work together to improve communications, enhance training, increase participative decision-making, and promote a labor-management relationship based upon mutual trust, respect, and understanding.
- To create labor-management partnerships by forming labor-management committees at appropriate levels, or adapting, as necessary, existing councils or committees if such groups exist.
- To provide continued training to labor and management leaders on collaborative methods of dispute resolution, recognizing that this process allows management and union leaders to identify problems and craft solutions to better serve their members and the public.
- To promote these principles to our respective members at all levels of both organizations.

Signed this 15th day of August, 2008

 Chief Steven F. Watermann, CEO
 President, IAFC

 Harold A. Schulzinger
 General President, IAFF

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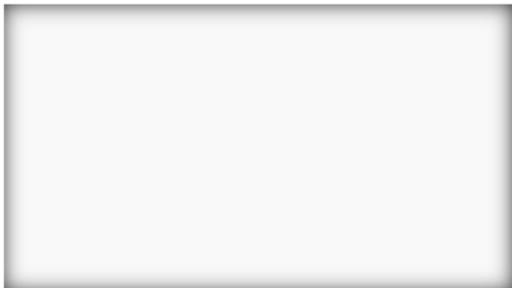
Points to Ponder

- Your relationship is not a competition
- Quit fighting your last battle
- If you continue to do what you're doing, the future will look like the past



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Turn the Ship Around



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What do Effective Teams Look Like?

- Shared Leadership
- Clear Assignment
- Open Communications
- Consensus
- Disagreement
- Listening
- Clear Task
- Full Participation
- Informal
- Happy



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Developing Labor/ Management Process

- Who is included?
- How often you meet?
- Where do you meet?
- What will you discuss (agendas)?
- What tone do you want the meeting to take?
- Always remember your Guiding Principles!

Flexibility is the key to success!



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Guidelines

- Make sure all views are heard
- Share information, ideas, opinions and feelings
- Treat differences as a strength
- Equalize opportunity for full participation
- Avoid ownership – Who is best advocate?
- Yield to reason, not pressure
- Avoid voting, horse-trading or bargaining
- Test for agreement



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Case Studies

- Budget Cuts – Salary Cuts
- Department Mergers
- Station Closings and Reduction in Force
- Spousal Exclusion for Healthcare



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Technical Assistance

- The IAFF and IAFC have expanded the program since it's inception in 2008.
- The committees found that at times, both parties need to reevaluate how they conduct their business.
- The LMI Committee now offers technical assistance when the Fire Department and the Local Union do a joint request.
- A request can be made through the IAFF or IAFC offices.



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