

PHOENIX FIRE DEPARTMENT
Volume 1 – Management Procedures

LABOR MANAGEMENT TEAM PROCEDURE

MP 105.16	Date Revised: 08/26
This policy is for internal use only and does not expand an employee's legal duty or civil liability in any way. This policy should not be construed as creating a duty to act or a higher duty of care with respect to third-party civil claims against employees, the Phoenix Fire Department (PFD) or the City of Phoenix. A violation of this policy, if proven, can only form the basis for non-judicial administrative action by the employer in accordance with the laws and rules governing employee discipline.	
Related Policies: Memorandum of Understanding, City of Phoenix and the Phoenix Firefighters Association (IAFF, Local 493).	

PREAMBLE

- The purpose of the labor/management process is to make the Phoenix Fire Department more effective as an organization. The focus of our efforts is the total commitment to the quality of our services - internally and externally. The labor/management process assists in planning policy and procedures as well as resolving a variety of challenges/issues that arise.
- The labor-management process is not a courtesy; it is a core pillar of how the Phoenix Fire Department evolves, innovates, and continues to lead.
- Labor-management is neither optional nor ceremonial — it is the catalyst for every meaningful advancement within the Phoenix Fire Department.
- The Fire Chief and the Local 493 Union President chair the Correlating Team and are committed to requiring compliance with agreements made through "the process" and participation in "the process."
- Management and labor leadership commit to participate in planning and development (not co-manage). In doing so, management shares authority and Labor shares responsibility or the process will not work.
- There is equal representation in the labor/management process, but outside of that process we carry out our own roles within the structure of our Department. We are Firefighters, Engineers, Captains, ALS, BLS, Chiefs, Specialists and other roles in specific positions.
- Labor and Management must continually work on the values of trust, respect, inclusivity and credibility in the "process." In turn, these values foster trust, respect, inclusivity and credibility among the "participants" individually.
- It is okay to agree to disagree on certain issues; when this occurs, go ahead and process areas of agreement. If we disagree, yet management proceeds with their plan, it shouldn't be represented as a labor/management agreement. When we make a "deal," follow through. If we can't, then get back together and change the deal.
- Meet and communicate regularly, deal with each other directly, and take care of problems when they are small. Communicate directly with each other before you make a big deal out of a conflict.
- Always work on the relationship as well as the issues. Don't sacrifice a relationship for an outcome. The most important strength we have for the future is the relationship that we have with each other. It's not a secret how the individual participants really feel about the labor/management process.

- Represent the labor/management process for what it really is - it is not in place to take advantage of either group or to abuse the process. Understand that conflict will occur and use the process to change the process.
- “The Process” is a place where the members engage and where their voice can be heard and considered. This engagement in the process will ultimately drive a recommendation for the organization. It should be recognized that other considerations can exist outside of what is prioritized and discussed by a group. The Co-Chairs should make sure that every point of view is heard and considered for recommendations.
- The Fire Chief has the final decision-making capability for management decisions.
- The Union President has the final decision-making capability for labor decisions.

PURPOSE

The purpose of this procedure is to help Phoenix Fire Department members understand the labor/management process so that they can become involved and to establish guidelines for committees and subcommittees to conduct meetings and process issues. This procedure will:

1. Assure that all Fire Department members are kept informed of upcoming meetings using the Labor/Management Support Team.
2. Assure that issues discussed in the meetings are brought to the attention of all Fire Department members. Co-Chairs are responsible for putting out information. Members are responsible for checking emails, Buckslips, and Teams app for this information.
3. Ensure that all committee and subcommittee meetings, pre-meeting work, and post-meeting work is conducted in a standard manner.
4. The PFD Executive Assistant Chief and the Local 493 Phoenix Chapter President and their secretaries shall be considered the Labor/Management Support Team. This team is known in our system as XO/VP and will be referred to in this document by this title to maintain functionality and limit confusion.

DISCUSSION

Committees and subcommittees are important parts of the operation of the Phoenix Fire Department. Within this framework, any member of the Fire Department may have an impact on everything from deployment of our resources, to the design of our equipment, or the Fire Department's Customer Service Program and the like.

PROCEDURE

The following guidelines are intended to provide a basis for the process and to ensure uniformity:

1. All Fire Department labor/management committees and subcommittees will operate within the guidelines set by this procedure. The only exceptions to this policy are Committees that deal with sensitive and/or private issues for a specific member or members.
2. Meetings are open to all Department members and other strategic partners, as directed by the Correlating Team.

3. Every committee and subcommittee shall have a management and a labor co-chair. The management co-chair shall be appointed by the Fire Chief or designee and the labor co-chair shall be appointed by the Union President or designee.
4. If a committee or a subcommittee needs to meet on an emergency basis, reasonable effort shall be made to notify each committee member of the meeting by phone and/or email. Actions taken at a meeting called on an emergency basis shall be reported at their next regularly noticed and scheduled meeting. Consider notification and assistance from XO/VP.
5. Committees and subcommittees shall attempt to meet quarterly but shall meet not less than two times a year. The co-chairs shall consult with each other to see if a meeting is needed or shall pre-schedule meetings quarterly. Subcommittees will meet as needed. Notification of such meetings shall be coordinated by the co-chairs through the Labor/Management Support Team.
6. Actions recommended or taken by subcommittees shall be reported to and validated by the respective labor/management committee.
7. The date, time, location, and a summary agenda for each committee and subcommittee meetings shall be sent as notifications via email, buckslip, and Teams multiple times with first notification being at a minimum 7 calendar days prior to scheduled meeting. Co-chairs shall provide the Labor/Management Support Team with this information for inclusion in the weekly notices. Members should consider submitting questions and materials in advance of meetings to the Co-Chairs to allow Co-Chairs to bring a response in the meeting for all attendees.
8. In order to make sure that all points of view are heard, committee and subcommittee members shall attend and participate in meetings and make every effort to represent their respective Constituencies. This effort shall include discussion of issues with the people that they represent. For example, a member of the Apparatus Committee who is an Engineer should talk to other Engineers about committee or subcommittee issues and represent those opinions at the Committee meeting.
9. Documentation relating to the RBO including, but not limited to: technical data, agenda, and documents referenced in previous meeting shall be hosted on Firepoint or Microsoft Teams page for the appropriate committee, subcommittee, or group working on RBO items.
 - If data is to be requested from a section within the Fire Department or City of Phoenix it shall be done by the Co-Chairs, or their designee. This is to confirm that data is reflective of the groups needs and to maintain consistent relationships with departments and divisions within the city.
 - If a member of the group feels their requests for information and documentation is not being addressed from the Co-Chairs they should make that known in official meeting minutes and have the concern “pushed up” the RBO chain to the next level of RBO that the group reports to in order to be addressed.
 - Efforts shall be made to post all technical data, agenda, documents, etc. in advance of a meeting to allow team members to review and understand them prior to the meeting.

RESPONSIBILITIES

LABOR/MANAGEMENT COMMITTEE AND SUBCOMMITTEE CO-CHAIRS

The Committee and subcommittee Co-chairs shall:

1. Develop agendas for committee or subcommittee meetings.

2. Assure that all points of view are heard at all meetings; the co-chairs have the right to limit the amount of time devoted to any one subject or speaker.
3. Assure that there is a balanced membership of labor and management and assure that teams and subcommittees have representatives from all areas of the Fire Department affected by the work of the group.
4. Sunset subcommittees when their work is completed unless they are identified as a "standing subcommittee."
5. Provide XO/VP with the following information for inclusion in the RBO Directory:
 - a. Name of the Committee or Subcommittee
 - b. Purpose of the Committee or Subcommittee
 - c. Names of the co-chairs
 - d. Frequency of meetings schedule (i.e., monthly, quarterly, "as needed" etc.)
 - e. Updated list of the team's membership liaison (secretary). If there will not be a secretary assigned, that must also be recorded.
 - f. Who will be responsible for taking meeting minutes
6. Co-chairs make every effort to contact all committee and/or subcommittee members directly in the event of an emergency meeting.
7. Co-chairs to ensure that within two weeks after a committee/subcommittee meeting, summary minutes of the meeting shall be published in the Bucksip and/or e-mail. (See Guidelines for Meeting Minutes on page 5)
8. The goal of RBO groups is to bring forward a consensus recommendation based on the work of the group. It is recognized that we very likely will never find unanimous consensus. In the vast majority of issues, the labor/management teams and subcommittees will be able to reach consensus. However, from time to time there will be issues on which they simply cannot reach agreement. When this occurs;
 - Sub-Committee Co-Chairs should bring the issue to the appropriate Committee Co-Chairs to help decide.
 - If disagreement still exists the issue should be brought to XO/VP to help decide.
 - If disagreement still exists the issue should be brought to the Correlating Team. If this is not successful, the labor/management preamble should guide the actions that the Department takes.
 - If a member of a group feels that a recommendation or the consensus is not being accurately represented to the next level, that member should make their concerns known to the next level Co-Chairs. It should be recognized that there is a difference between something not being communicated correctly and a member disagreeing on what the recommendation or consensus of the group is.
9. If work of a subcommittee spills in to the "lane" of another group the Co-Chairs of the affected groups will discuss which group will lead the work being done and which group will support that work. If agreement cannot be found on who will "lead" and who will "support" an issue it shall be reported up the RBO chain to get direction.
 - If Co-Chairs anticipate their work spilling in to another groups lane they should reach out as early as possible to communicate to those potentially affected groups.
10. Every committee is required to submit an annual report on their work from the year to XO/VP no later than the first Friday of the new Calendar Year.

This annual report will include:

- Work accomplished for previous year
- Recommendations for following year
- Pictures or other media pertinent to the committee

MEMBERS

All Fire Department members shall review the meeting notice in the Buckslip, e-mail, or other PFD and L493 communication sources. Members should always attend meetings as desired and express their viewpoint or contact a committee or sub-committee member prior to the meeting to express their views.

GUIDELINES FOR MEETING MINUTES

Purpose of Meeting Minutes: Capture a written record of what was discussed and decided during a meeting. Meeting minutes should include:

- Name of the committee, subcommittee, etc.
- The date and time of the meeting.
- List of attendees (includes those attending online).
- Summary of topics discussed.
- Decisions made.
- Action items assigned.
- Time the meeting concludes.

Note: Meeting minutes should be watermarked as a draft until approved by the labor and management Co-Chairs. Once approved, the watermark is to be removed and the meeting minutes distributed.

CONCLUSION

For many decades, our labor and management process has been the foundation for working together, solving problems, strengthening our organization, and advancing the Phoenix Fire Department. Our commitment to the process is essential to preserving trust, accountability, and the collaborative partnership that has made our department a national leader.