

“SUCCESS THROUGH COOPERATION”
THE KANSAS CITY STORY



KANSAS CITY MISSOURI

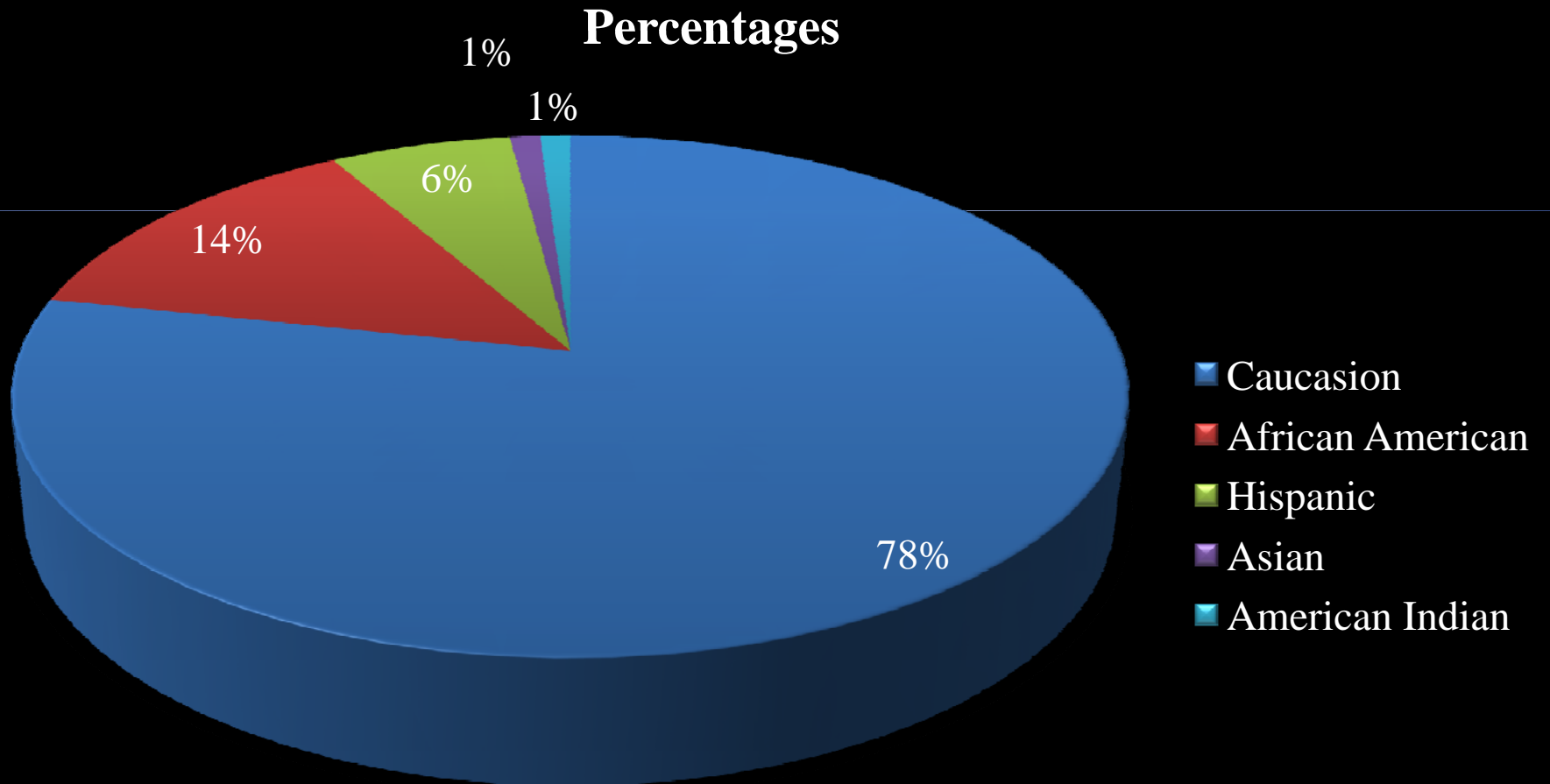
FIRE CHIEF

RICHARD “SMOKEY” DYER

Fire, EMS, and Public Safety Professionals of Kansas City, Missouri IAFF Local 42

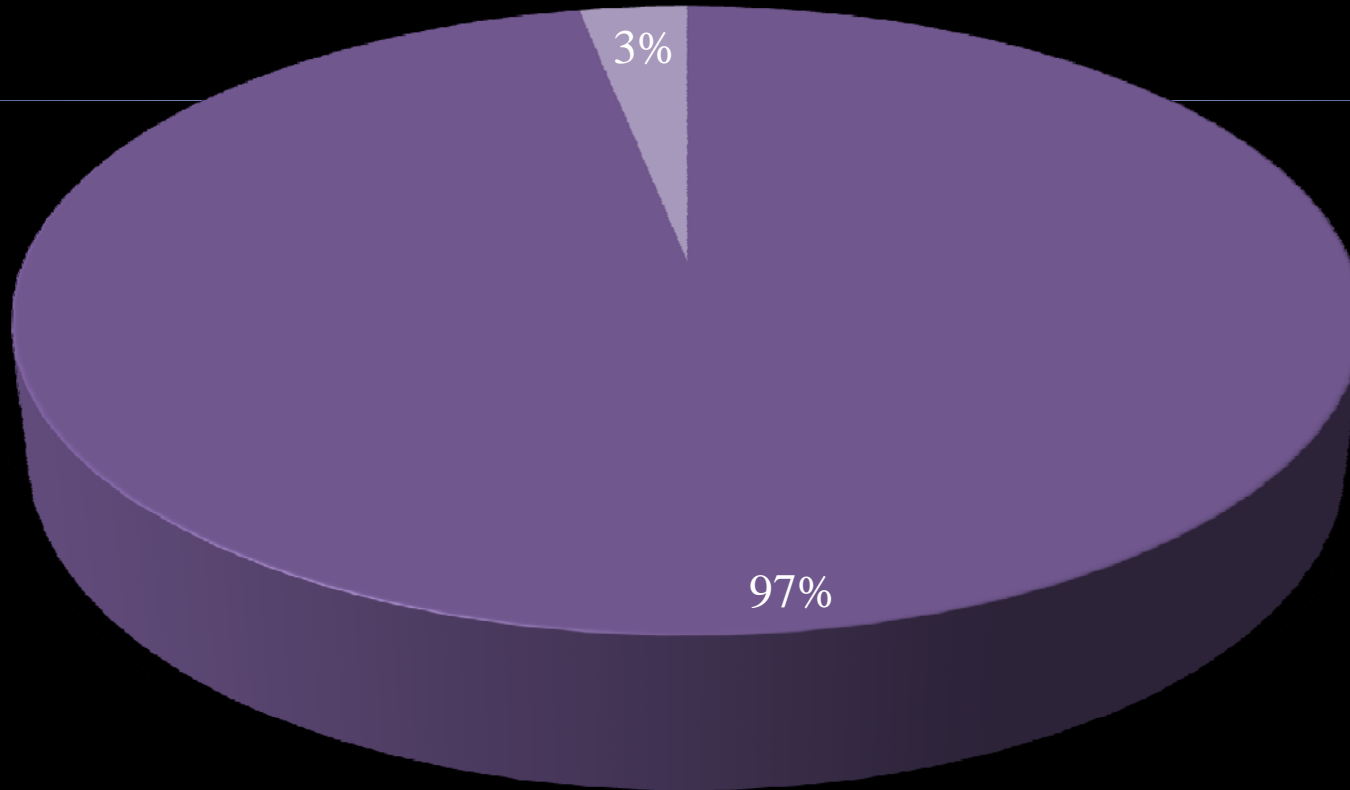
- Kansas City Fire Fighters and EMS (Formerly MAST)
- Grandview Fire Fighters and EMS
- Belton Fire Fighters and EMS
- Liberty Fire Fighters and EMS
- Kearney Fire Fighters EMS
- Claycomo Fire Fighters and EMS
- North Kansas City Fire Fighters and EMS
- Smithville Fire Fighters
- Northland Regional Ambulance District -EMS
- South Platte Fire Fighters
- Jackson County Prosecutors

DEMOGRAPHICS OF KCFD



GENDER KCFD

■ MALE - 935 ■ FEMALE - 24



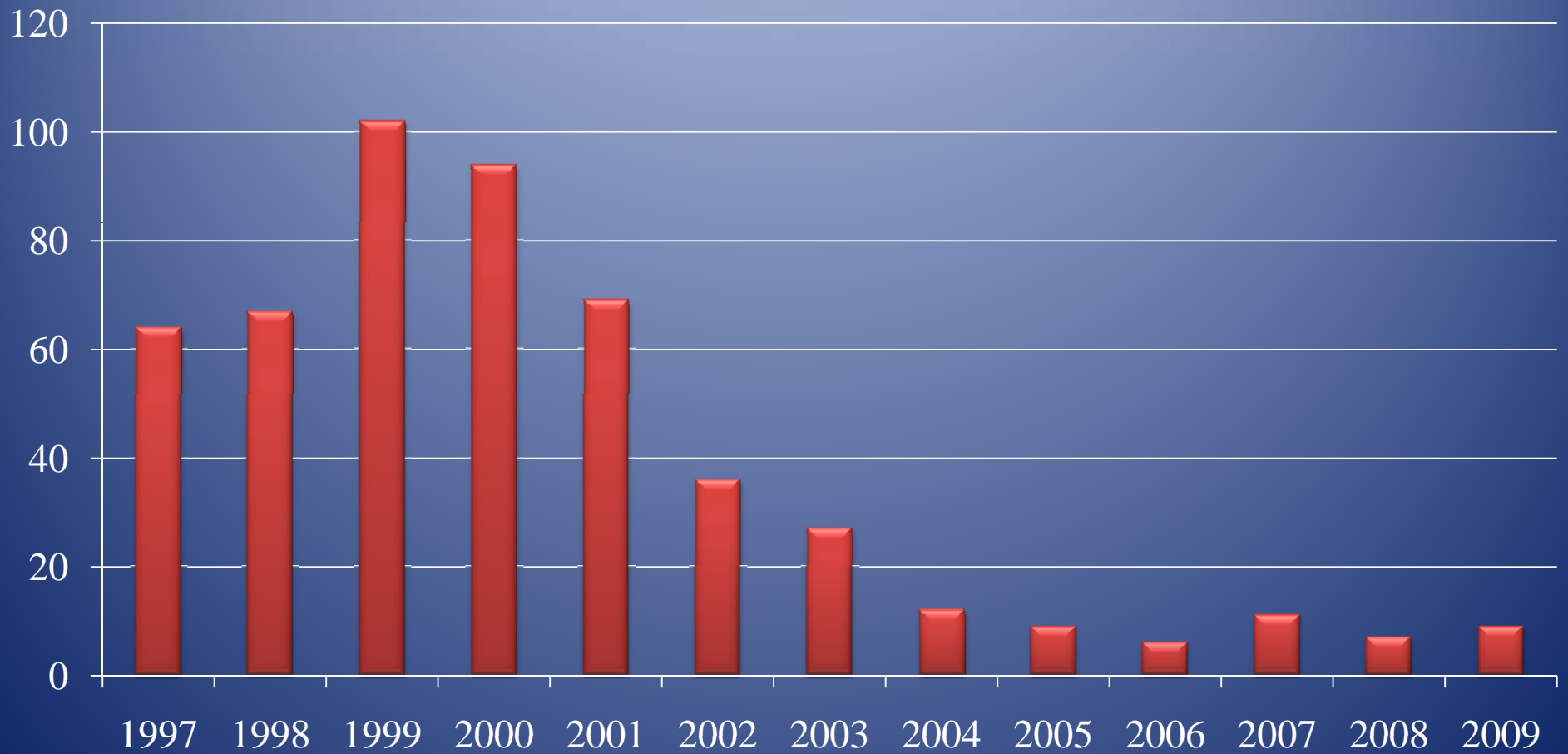
HISTORY

- 70's
 - Strikes
 - Hostile relationship with management
- 80's
 - Experimented with Labor/Management process
 - Affirmative action hiring and promotions (85-92)
- 90's to Present
 - Series of 3 Fire Chiefs
 - Series of 3 City Managers

HISTORY (cont)

- 90's to present (cont)
 - Multiple Lawsuits (Affirmative Action Promotions and Sexual Harassment)
 - Better trained & more experienced Union Leadership
 - L/M relationship matures & trust enhanced
 - Diversity and Sexual Harassment training

GRIEVANCES



IAFF LOCAL 42 - PRESIDENT

LOUIE A. WRIGHT

STRATEGIC PLAN

Phase 1:

- Consultant hired – Emergency Services Consulting Inc.
- Developed our Mission, Vision, and Values
- Reviewed strengths and weaknesses
- Identified opportunities and challenges

Phase II - Set Goals

Phase III – Developed standing committees to address certain ongoing, year round Departmental Issues.

LABOR-MANAGEMENT PARTNERSHIP TRAINING

- Taught free of charge by the Federal Mediation & Conciliation Service
- Course teaches:
 - Effective planning
 - Group problem solving
 - Brainstorming
 - Effective communication with each other and constituents
 - Understanding good dynamics
 - Facilitation of skills
 - Building blocks for effective, useful, cooperative, and productive committees

FEDERAL MEDIATION AND CONCILIATION SERVICE

National Office:

2100 K Street, NW

Washington, D.C. 20427

Phone: (202)606-8100

Fax: (202)606-4251

WEB: www.fmcs.gov

IAFF LOCAL 3808 – PRESIDENT

PAT DUJAKOVICH

COMMITTEE STRUCTURE

Standing Committees:

3 – Administration

3- Local 3808 (Chiefs Union)

6 – Local 42

KCFD LABOR/MANAGEMENT COMMITTEES

- Operations
- Health-Wellness and Safety
- Customer Service
- Human Resources
- Technical Support
- Professional Development

EARLY STEPS & ESSENTIAL ELEMENTS

- Find the Trust
- Identify the common goals
- 2 Rules
 - No lies
 - No surprises
- Take Risks
- Plan for “Break Down”
- Celebrate success
- Keep your eye on the relationship

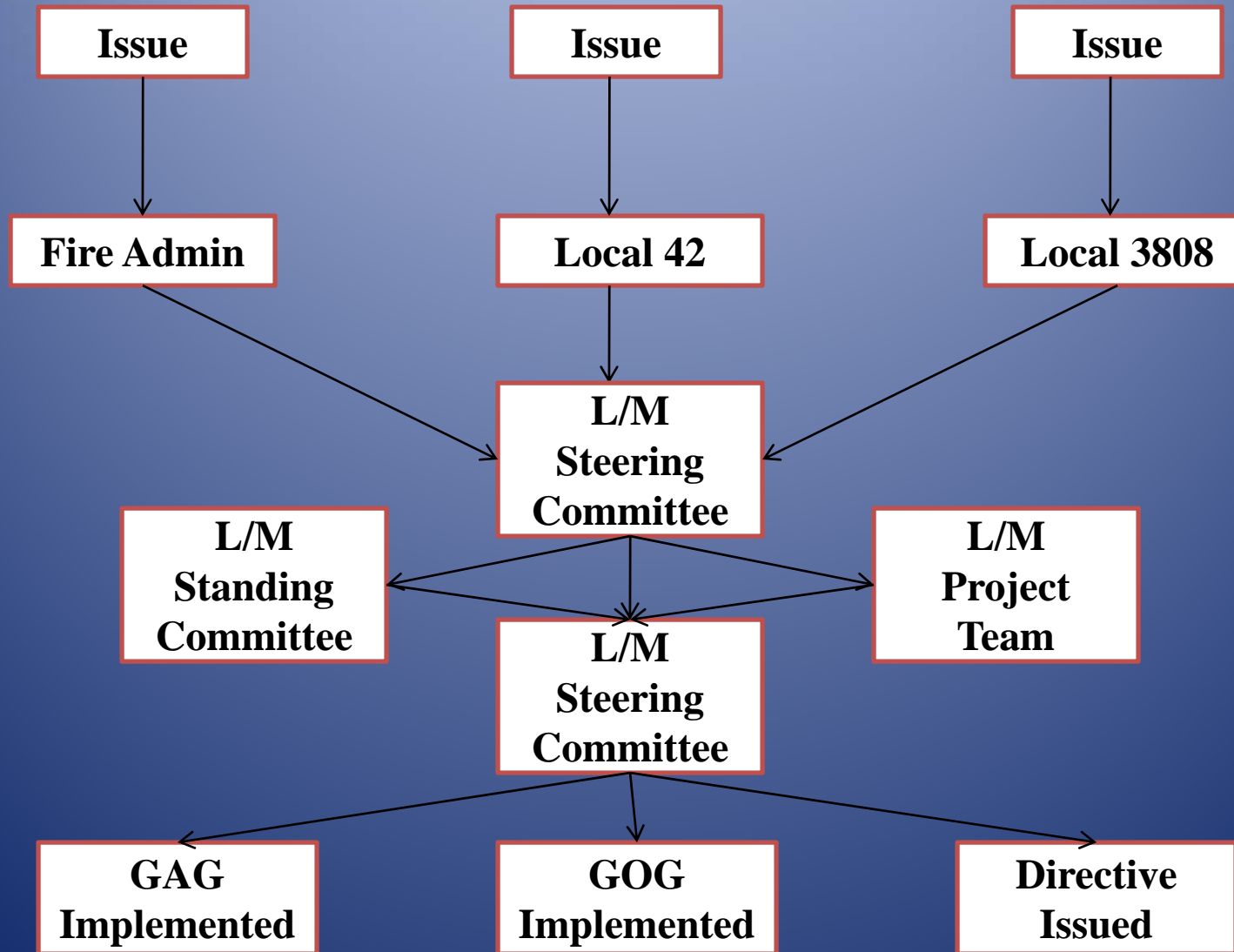
EARLY CHALLENGES & MISTAKES

- Role reversals
 - Management sharing control
 - Union accepting responsibility
- Communication
- Detailed notes on consensus items
- Leaving bad habits behind
- Initially left Mid-Management out

MAIN COMPONENTS

- All issues are on the table
- Interest based
- Consensus decision making
- Actions & Decisions recorded in minutes and disseminated

ISSUE RESOLUTION PROCESS



KCFD FIRE FIGHTER

STEVE NAVARRO

RECRUITING INITIATIVES

2007 Recruitment included:

- Targeted radio ads
- Targeted billboards
- Targeted written ads

2009 Recruitment included targeted community recruitment fairs:

- Hispanic community centers
- African American community centers
- Women's groups and organizations

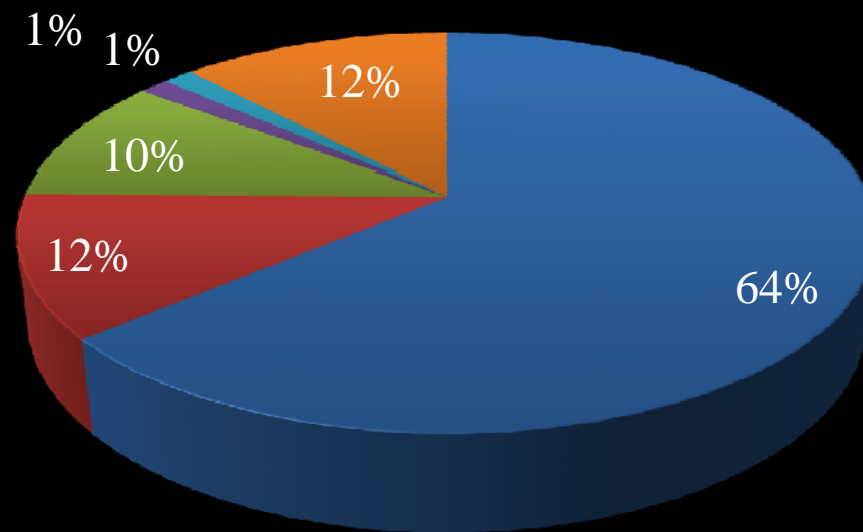
KCFD FIRE APPARATUS OPERATOR

JOHN LOCKE

CADET CLASSES 2005-2009

Cadets

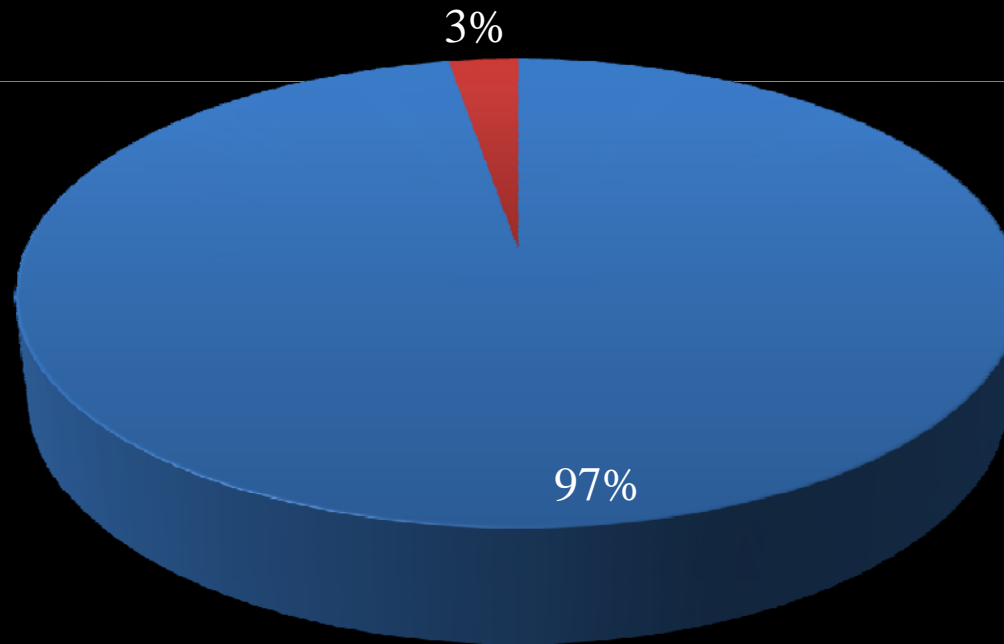
■ White ■ African American ■ Hispanic ■ Asian ■ Native American ■ Other



GENDER 2005-2009

Cadets

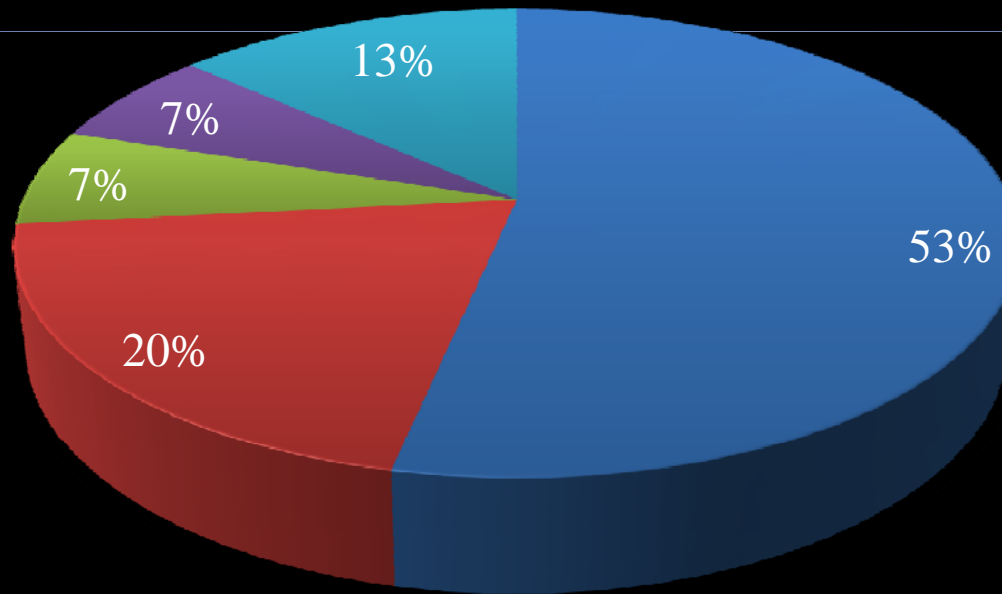
■ Male ■ Female



CURRENT CADET CLASS

Cadets

■ White ■ African American ■ Hispanic ■ Asian/Pac Is ■ Female



RETIRED FIRE CAPTAIN

CAROLYN MITCHELL-PEGUE

PROMOTIONAL PROCESS

- Until 2002 – Written examination only
- 2004/2006– Written exam, seniority credit, assessment centers – fire ground and human resource components
- Before 2008 – Training for the promotional process

SUCCESSSES

- Decreased grievances, arbitrations and lawsuits
- Input on all decision making
- Buy in by membership
- Solid foundation

CHALLENGES

- Minority participation
- Economics and limited resources
- Lack of minorities in management positions
- Fire service culture
- Residence requirement limits recruiting pool for women

SUMMARY

- Adversarial relationships waste time, money, and talent
- Communication is essential to success
- Remember the two rules
- Cultural change and acceptance

QUESTIONS

CONTACT INFORMATION

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