



PARTNERSHIP EDUCATION PROGRAM

Course Catalog

Customized Training Events For
District, State, and Provincial Affiliates

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PARTNERSHIP EDUCATION PROGRAM

QUALITY EDUCATION BY FIRE FIGHTERS FOR FIRE FIGHTERS



The Partnership Education Program

The Partnership Education Program (PEP) provides IAFF affiliate leaders with a wide variety of workshops designed to develop their leadership skills and to stay abreast of the latest advancements in labor relations. Each fiscal year, state, and provincial affiliates can choose an Assisted Seminar, a District Conference, Seminar Subsidy, or a PEP Online training event.

PEP ASSISTED SEMINARS

- One day of customized training for IAFF affiliate leaders presented in conjunction with the state or provincial affiliate annual meeting.
- Provides IAFF affiliate leaders the training to develop leadership skills.
- Instructors, curriculum and supplies needed for the training are provided at no cost to the state or provincial affiliate.

DISTRICT CONFERENCES

- A District Conference event is delivered in the IAFF District to the district and its local affiliate leadership who typically may not have the opportunity to attend in-person IAFF events due to fiscal, geographical, or staffing hardships.
- PEP programs delivered at a District Conference offer a wide variety of workshops designed to empower union officers to become more effective leaders through high-quality educational programs geared to strengthen union skills.



PEP SEMINAR SUBSIDY

- Provides financial assistance to state and provincial affiliates to support their annual seminars.
- Provides the supplies needed for training, plus a subsidy of \$20 per participant per day (up to a maximum of three days) during any one-year period.
- The state or provincial affiliate is responsible for supplying their own instructors, curriculum, agenda, the facility, and all other administrative details.

PEP ONLINE

- IAFF provides online educational training opportunities to the IAFF state/provincial association and local affiliate leadership who typically may not have the opportunity to attend in-person IAFF events due to fiscal, geographical, or staffing hardships. All PEP Online training deliveries are through the Zoom platform.
- There will be two delivery options for PEP Online:
 - A. PEP Online will be delivered throughout two three-week predetermined time periods for a total of six weeks within the fiscal year.
 - B. State/Provincial Associations and Local Affiliates may request online training outside of the predetermined time periods.

WHAT IS INCLUDED?

- Interactive skill-based workshops
- Your choice of workshops based on your needs
- Workbooks and materials designed by the IAFF
- Workshops led by IAFF instructors who are experts in the field

SCHEDULING A PEP TRAINING

Per IAFF policy, all training requests must be submitted to the General President's office for approval. For a PEP event at your state or provincial affiliate meeting, submit a written request to the General President with the date, approximate number of students expected, and location of the event.

For more information, visit the PEP website at: www.iaff.org/pep or call the IAFF Department of Education at (202) 824-1533 or email education@iaff.org.

CONTACT INFORMATION

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WORKSHOPS

All PEP workshops are designed to be interactive and engage students. Workshops are delivered by IAFF PEP instructors who have vast knowledge and experience on union skills.

COMMUNICATIONS

Crisis Communications (2 hours)

Effectively addressing a crisis requires organization and planning. This workshop will address how to plan and organize in the case of a crisis and how to communicate with the public and media when crisis occurs.

Internal Local Communications (2 hours) *(Needs AV)*

The most important audience for our communications is our local union membership. Lack of communication within a union can seriously weaken unity in purpose and reduce the effectiveness of our efforts. This workshop shows how to move from fighting back challenges to taking charge of the message in communications to our membership.

Media Strategies and Messaging (2 hours)

It is important for affiliate leaders to have a media strategy, which should be a part of the overarching public relations campaign. This workshop will address components of media strategy, including understanding why a local should have a media strategy; knowing the considerations when developing a media strategy; constructing appropriate messaging based on delivery type and source; and understanding the importance of building coalitions.

Organizing and Implementing a Community Outreach Program (2 hours)

One of the most important things a local can do is to organize and implement an effective community outreach program by reaching out to elderly, faith, and community-based organizations. Through a community outreach program, affiliates can create and foster good community relations, which can develop a reciprocal relationship between the fire service and the public. This workshop will provide participants with an understanding of the benefits to both the community at large and the local, as well as how an effective program can reinforce the positive image of fire fighters. This workshop will use case studies from effective community outreach programs developed by other locals.

Social Media (2 hours) *(Needs AV)*

Using social media to communicate with members and the community has become commonplace for affiliate leaders. This module will help affiliate leaders recognize several social media tools that are common in today's society and learn how to use them safely and effectively to strengthen their local's social media presence. It will also help leaders understand several guidelines for proper use and how to communicate effectively with their local and the community.

Writing for Communicators (2 hours) *(Needs AV)*

Affiliate leaders are the voice of their locals and their members. Often, they find themselves communicating with different stakeholders: management, elected officials, members, the media, and the community. Effective business writing is a vital skill for conveying the local's message. Writing well involves identifying the appropriate audience, establishing the purpose of the written piece and drafting the product. This workshop will provide participants with a formula to develop polished final pieces and techniques for improving their writing skills.



HEALTH AND SAFETY

An Introduction to Behavioral Health (2 hours)

The fire service has traditionally recognized the need for medical and physical fitness. However, the need to further develop knowledge and awareness about common behavioral health issues is also being recognized as an important function within the fire service. This workshop will address the importance of developing a behavioral health program, recognizing common signs of behavioral health conditions, where to obtain outside assistance, as well as understanding and minimizing the barriers and stigmas often associated with seeking support.

Cancer Awareness: Tools for Affiliate Leaders (2 hours)

It has been clearly documented in multiple studies that fire fighters are more likely to develop a number of occupational cancers resulting from their exposure to toxic chemicals and carcinogens over the course of their employment. This workshop will review recent studies on the incidence of cancer in fire fighters and will guide affiliate leaders on the resources available to educate their members on exposure hazards, from fire scene contaminants, and diesel exhaust, and the necessity of post-incident decontamination. This workshop will also review the tools necessary to affect personal commitment and organizational accountability to minimize the contraction of occupational cancers.



Disaster Relief: Assisting Members in Preparation and Recovery (2 hours)

When disasters strike, fire fighters are called to respond even while their own families may be displaced and their homes damaged or destroyed. Therefore, it is important that IAFF leaders be aware of several preparation and recovery tools in order to best protect their members in the event of a natural or manmade disaster. This workshop will detail how affiliate leaders can best prepare members and their families for a disaster by learning about proactive family and department plans, communication tools and disaster relief resources.

Fighting Performance/Service Level Threats (2 hours)

Fire departments are being asked to do more with less. Many jurisdictions are hiring consultants to examine budgets and find ways to save money. Affiliate leaders need to understand how to be proactive if their jurisdiction hires a consultant. This workshop will provide affiliate leaders with an understanding of the possible negative impacts on staffing and performance/service levels. In addition, this workshop will address strategies and ways to combat potential negative recommendations.

Overview of Active Shooter/Hostile Event Response Policy for Union Leaders (2 hours)

The emerging threat of terrorism and asymmetric warfare, specifically small unit active shooter and improvised explosive device (IED) attacks, is a concern for the fire service. An attack by radicals armed with weapons in public areas, such as schools, shopping malls, churches, or any other locations where people congregate is a real threat to a sense of security and daily life. Fire and police departments, regardless of size or capacity, must find ways to marshal appropriate and effective responses to these events. Therefore, it is important that – as a union leader – when these discussions, training and situations arise, we are prepared to advocate properly for our membership and understand how to keep our members working safely and effectively.



Staffing for Safety: An Introduction (2 hours)

Fire suppression and emergency medical activities are labor-intensive jobs that require an adequate number of fire fighters on scene to safely and effectively protect property and save lives. Studies by the National Institute of Standards and Technology (NIST) and updates to the National Fire Protection Association (NFPA) 1710 standards have shown that inadequate staffing can result in unnecessary loss of life and property and serious injury to fire fighters and the citizens they protect. In this workshop, you will be introduced to standards and studies that indicate best practices regarding staffing and that help you make decisions regarding staffing in your community.



HUMAN RELATIONS

Addressing Work/Life Balance (2 hours)

When it comes to daily life—children, spouse, parents, job, house, car and everything else—challenges arise and responsibilities overlap. Twenty-four hour shifts and missed holidays add to what a fire fighter juggles when it comes to work/family balance. This workshop provides local leaders and local human relations committee members with the tools to assist IAFF members in working out the issues between work and family.

Building an Inclusive Workforce: Reflecting the Communities We Serve (2 hours)

An inclusive and diverse workforce won't happen overnight — it takes a continuing, multi-year effort with the jurisdiction, the fire service management and the union to build a workforce that reflects the communities it serves. This workshop provides the education and information required for affiliate leaders to construct and implement recruiting and retention programs that will increase the diversity of their local's workforce.

Fire Station Facilities (2 hour)

Fire stations and fire halls are a historic and important aspect of the fire service and the community. They are meant to be a functional and efficient space for work, but they can also have a huge emotional and physical impact on those that work inside them every day. This course will explore how we appropriately honor traditions, while taking advantage of the improvements in health, resiliency, safety, diversity, and quality of work environment offered by evolving concepts in fire station design.

Human Relations at the IAFF (1 hour) *(Needs AV)*

The fire service is composed of professionals that represent numerous populations differentiated by age, race, ethnicity, gender, language, religion, and sexual orientation, among others. Fire fighters serve equally diverse communities. While our human relations efforts tend to focus on the diversity within the fire service, it is imperative to remember that by drawing on the strengths of our differences, we can better serve those in our communities who do not fall into the majority. Participants will gain an understanding of the path the IAFF has taken to achieve our current human relations initiatives which have improved not only the quality of the workplace for our members, but in turn the service we provide to our communities.



Local Human Relations Committee: Getting Started (2 hours)

The IAFF recommends that every local establish a human relations committee. Establishing a committee is a proven way to help locals sort through the opportunities and challenges that diversity presents. It can assist locals in resolving conflict and developing a proactive strategy for change. In this workshop, affiliate leaders will learn about the benefits of having a local human relations committee and strategies for developing their own committee.

Local Human Relations Committees: Next Steps (2 hours)

Once you have developed your committee, you are ready for action. In this workshop, you will learn how to assess membership needs, develop and carry out long-term strategic plans, report progress to key stakeholders and devise strategies to fund your committee's activities. In addition, you will explore strategies for forming a cohesive team of committee members and learning how to keep them productive and energized.

Teamwork and Inclusion (2 hours)

Fire fighters put their lives and health at risk to save other people's lives and property; they don't

stop to ask who lives in the burning building or for background information on the heart attack victim. At the same time, fire fighters need to bring that respect for community, diversity and ethics back to the firehouse, living up to their own – and their community's – highest standards for providing a safe, diverse and respectful workplace. Similarly, a station house must be a place where teamwork standards live up to fire fighters' – and their community's – standards for fairness and transparency. This workshop helps examine what it means to be a good team member, how to make effective changes in individual behavior and how to build a culture of teamwork that respects and embraces diversity and inclusion in the workplace.

Understanding Pregnancy and Parental Rights and Accommodations (2 hours)

Members who become parents face increased demands on their time and resources. Local leadership need to help ensure that the local employing agency complies with applicable federal, state/provincial, and local laws, allowing these members the leave time and medical accommodation they need as they build their families. In addition, this workshop reviews how local leadership can advocate for family-friendly local policies and laws.

LEADERSHIP

Addressing Personal Finance and Planning with Your Members (2 hours)

This workshop will cover the importance for affiliate leaders to address personal finance with their members – including retirement planning, savings and estate planning. As an affiliate leader your role goes beyond taking care of union business, but should also include addressing this very important topic with your members.

Building Better Business Relationships (2 hours)

Communication skills are essential for effectively conveying ideas. Those skills are sometimes challenged when interpersonal communication is used to address differing opinions. By conscientiously employing rules of civility, leaders can rise above mere communication to achieve stronger working relationships. This workshop will explore the meaning of civility, distinctions made by different generations and strategies for employing civility in everyday situations.



IAFF UNION LEADERSHIP SERIES

IAFF Union Leadership: Self-Awareness (2 hours)

What Kind of Leader Am I and What Kind of Leader Do I Want to Be? This workshop will help IAFF affiliate leaders learn what kind of union leaders they are and will provide them with several tools to become more effective leaders. During this workshop, participants will identify their own leadership styles and will learn how those styles are perceived by and impact the members that they lead. This is the first workshop in the IAFF Union Leadership Series.

IAFF Union Leadership: Leading Organizational Change (2 hours)

How Can I Help Our Union Become More Effective? This workshop will provide tools to help affiliate leaders become more effective as IAFF locals continue to evolve to meet the serious challenges facing our union and our members in the 21st century. During the workshop, participants will learn how to assess and to prioritize union resources and leverage and how to engage in strategic planning to establish and achieve effective organizational goals. This is the second workshop in the IAFF Union Leadership Series.

IAFF Union Leadership: Union Culture, Communications and Coalition Building (2 hours)

During the workshop, you will identify and learn how to effectively model union values while communicating with the membership, building an effective culture of union solidarity, and creating and working with coalitions to achieve local IAFF political and legislative goals. This is the third workshop in the IAFF Union Leadership Series.

Ethics for Union Leaders (2 hours)

Most IAFF leaders are public employees and have fiduciary responsibilities to their membership. Due to the nature of your position, you are subject to higher ethical standards than the average member or employee. These standards must be upheld in order to maintain the trust of your members and run an effective local. Failure to do so can result in loss of credibility, loss of union position, or even criminal charges. This workshop will cover the principles of ethics, the requirements of public employees and strategies for making ethical decisions. You will use these strategies to analyze scenarios and case studies.

Generational Differences (2 hours)

(Needs AV)

Currently, there are as many as four generations employed and working side by side in fire departments throughout the U.S. and Canada. Each generation brings its own individual values and behaviors and these can be a source of conflict in the workplace. This workshop will examine each of the four generations in a humorous way, providing a better understanding of generational behavior, the value that each generation brings to the workplace, why conflict exists among them, and identify communications styles that work for each.

How to Run a Meeting (2 hours)

The manner in which you run your union meetings will affect member attendance and how you are perceived as a leader. A well-run meeting with meaningful and timely agenda items will draw more attendees and help you earn the respect of your membership. In this workshop, you will learn IAFF meeting protocol and etiquette; how to plan for and conduct an efficient and productive meeting; and methods for handling conflict. This workshop is ideal for local union officers with limited experience running union meetings.



Increasing Membership Participation (2 hours)

The strength of a local depends on the active involvement of its members. Whether it's a committee meeting, political campaign or public relations effort, your members make the difference between success and failure. This workshop provides methods to increase member participation and build an effective union.

Internal Union Organizing (2 hours)

For a local to be most effective in achieving its goals, it must have the majority of the fire department (or EMS organization) as members. A united membership has more resources at its disposal and more bargaining power. In this workshop, you will determine the key reasons for lack of affiliation within your local and develop strategies to increase your membership.

Overview of Membership Services (2 hours) *(Needs AV)*

This overview provides essential information for new affiliate leaders so they can be effective in their roles. This course is ideal for affiliate leaders with up to two years of experience or seasoned veterans who want to refresh their skills. Overview of Membership Services examines the various IAFF departments/divisions and the services provided to members, as well as an understanding of their respective state or provincial organization.

Recruiting and Developing Leaders (4 hours)

Your local relies on the strength of its members. Between dwindling active participation and your local's organizational history retiring with past union leaders, it becomes harder to run an effective union. New leaders become involved when they understand the local's core values and find a calling for their talents and passions. This class will provide current local leadership with a framework on how and why they should recruit and develop new leaders, strategies for reaching out across different generations, a brief overview of labor history to help new members understand the value of their membership, and a plan for mentoring rising leaders to carry your local into the next generation.

Understanding Union Leadership (2 hours)

This workshop will address many facets of being a union officer, including the responsibilities associated with each role. This workshop will also address how to be a union advocate, using the skills of the executive board, and how to organize members and increase their participation in order to build a stronger local.





LEGAL ISSUES

Discipline: Your Rights and Responsibilities as Union Officers (2 hours)

This workshop will provide union leaders with an overview of their rights and responsibilities during the employment disciplinary process. Union leaders will learn how to best represent their members in accordance with their contract, civil service laws, and the Weingarten, Loudermill and Garrity decisions. This workshop is applicable to affiliate leaders in both collective bargaining and non-collective bargaining environments.

Duty of Fair Representation (2 hours)

As an affiliate leader, you may be subject to a legal standard, known as duty of fair representation (DFR), that governs how you represent your members in contract negotiations, grievances and other labor matters. In this workshop, you will study relevant case law to learn what is required of you, how the courts have applied this standard to unions, the consequences of violating the standard and best practices to avoid DFR lawsuits.

Local Union Governance (2 hours)

Through its constitution and by-laws, your local establishes its basic organization, including the duties and responsibilities of your local union officers, executive board and committees, as well as the various procedures that govern different types of meetings. Your local's constitution and by-laws should provide the precepts necessary for governing your members. It should meet their needs, as well as be flexible for reasonable and future change. In this module, you will learn the important aspects of your local's constitution and by-laws and be given tools to understand how this document influences your role as a union leader and how to properly govern your local based on this important text.

Overview of Employment Law (2 hours)

This workshop will provide you with an overview of the employment laws that affect fire fighters and emergency workers. You will learn how the courts define harassment and discrimination in the workplace and how to respond to members who believe their rights have been violated. This workshop will help you better serve the needs of your membership.

Overview of the Family and Medical Leave Act (FMLA) (2 hours)

The FMLA is a U.S. federal law passed in 1993. It provides for up to 12 weeks of unpaid leave to bond with a child or for serious health conditions, or take care of a parent, spouse or child with a serious health condition. This workshop will give you an overview of the FMLA so you can help your membership take advantage of its provisions.

Social Media Legal Issues and Best Practices (2 hours)

While social media can be a powerful tool for positioning your local within the community and generating goodwill, it only takes one mistake or one bad apple to hurt your brand. Explore the social and legal issues pertaining to proper and improper use of social media, as well as the legal ramifications, limitations, and policies that can affect your members and your department.

Understanding the Fair Labor Standards Act (2 hours)

The Fair Labor Standards Act (FLSA) is a U.S. federal law that establishes important minimum wage and overtime protections for IAFF members. Understanding how this complex law applies to fire fighters, EMTs and paramedics presents special challenges for affiliate leaders. In this workshop, the IAFF General Counsel's Office will address FLSA exemptions and coverage issues, compensable hours of work, calculating the overtime rate, and compensatory time, among other topics.



NEGOTIATIONS

Advanced Skills for Negotiators (6 hours)

To get results at the bargaining table, a negotiator must be able to develop a bargaining strategy and master key negotiation skills. In this six-hour workshop, you will learn how to strengthen your bargaining position, determine an acceptable settlement range, respond to common management tactics and objections, make concessions, and package your proposals. You will have opportunities to practice these skills and participate in mock negotiation sessions. This workshop is designed for experienced negotiators who wish to improve their skills at the bargaining table.

Conducting Negotiations: Collective Bargaining (2 hours)

Actively negotiating a contract is one of the most important functions IAFF affiliate leadership can perform for members and is the key ingredient in fire fighter–employer relations. In this workshop, you will learn how to create ground rules that benefit unions, participate in mock negotiation sessions and learn how to apply bargaining techniques.

Fundamentals of Costing Contract Proposals (2 hours)

Wages represent a significant portion of contract negotiations, but to successfully negotiate improvements to compensation, affiliate leaders must thoroughly understand their contracts and the true economic cost of their current agreements. Before presenting management with proposed improvements at the negotiation table, affiliate leaders need to have a firm grasp of how the improvements they seek will impact the totality of a contract's costs. This workshop will introduce students to the key concepts required to conduct a successful contract costing exercise and the fundamental processes of costing base salary, fringe benefits and proposed increases for a multi-year contract.

Municipal Financial Analysis (2 hours)

This workshop is designed to educate affiliate leaders about municipal financial analysis (FMA). In order to ensure proper staffing and reasonable wage and benefit increases, a local must know the basic financial condition of its government, as well as what monies are available to fund its needs. Municipal financial analysis is a service provided by the IAFF that examines a jurisdiction's financial records and determines its financial condition. The value of the analysis is dependent on affiliate leaders effectively understanding the key indicators of a government's financial condition and knowing how to use the information appropriately.

Negotiating Healthcare Benefits (2 hours)

As the cost of healthcare continues to rise, employers may attempt to offset these increases by reducing benefits, raising employee contributions or switching to more restrictive health plans. This workshop reviews other strategies available that may help departments maintain their existing level of insurance in a manner that benefits both the employees and management.

Negotiating Strategies for Tough Economic Times (2 hours) *(Needs AV)*

We are a union regardless of the status of the economy. Therefore, when we are in tough economic times, we may adjust our mission but not change our vision to continually advance. These challenges may be in the form of decreased tax revenues, cuts in state aid to local government, or cuts in other sources of revenue. The reductions in revenue that result in municipal budget cuts have affected IAFF locals by influencing wages, benefits or operational resources. This workshop will provide an understanding of how fiscal crises impact the negotiation process, as well as providing insight on how to address wages, benefits, working conditions, and staffing issues in tough times. The workshop will specifically address the above outlined issues for locals with collective bargaining agreements or a formal negotiation process.



Negotiating the First Contract (4 hours)

A solid first contract forms the foundation for all subsequent agreements. A common mistake made when negotiating a first contract is to focus on the “nice to have” items, rather than the “must have” items. This workshop will focus on identifying must-have items, such as terms and conditions of employment, purpose and scope of the recognition clause, how to identify work rules, and the jurisdiction ordinances and statutes that need to be incorporated into specific contract language to protect the working conditions and benefits of our members. Additional topics covered in this workshop include how to prepare for negotiations, review of mandatory versus permissive subjects of bargaining and how to avoid common negotiation pitfalls.

Negotiation Strategies and Tactics (6 hours)

Skilled negotiators are proficient in the key strategies and tactics that significantly improve their bargaining positions. In this workshop, you will analyze the power structure of negotiating committees, determine the real impact of your proposals, identify typical management tactics, interpret hidden meanings behind signals at the bargaining table, and make timely and appropriate counter-offers. This workshop will give you exercises to practice each of these new skills.

Non-Collective Bargaining Environments: Achieving Goals (2 hours)

It can be a challenge to secure wages and benefit improvements in jurisdictions that do not allow collective bargaining. Despite the absence of collective bargaining laws, there are many things you can do to help your membership achieve its goals. In this workshop, you will learn how to use the strength of your membership to win over the opposition.

Preparing for Negotiations: Collective Bargaining (2 hours)

The collective bargaining process allows you to negotiate for wages, benefits and other conditions of employment. To be successful at the bargaining table, you must thoroughly research and develop your strategy. In this workshop, you will learn how to set realistic goals for your membership and collect the data needed to support your case. This workshop is a prerequisite for *Conducting Negotiations: Collective Bargaining* and it is recommended that you also register for *Municipal Financial Analysis*.

Understanding Municipal Budgets (2 hours)

Involvement in your municipal budget process will help ensure that fire suppression, rescue and EMS delivery are top priorities in your community. This session provides an overview of the components of a municipal budget, as well as real-life case studies that demonstrate skills leaders need to succeed in this arena. Participants will learn that taking an active role in the budgeting process can reduce the fights over funds after the budget is passed. This is an opportunity for participants to learn how to create their future, not have it dictated to them.





POLITICS AND PUBLIC RELATIONS

Building Coalitions (2 hours)

A coalition is a group of individuals or organizations that work together to achieve common goals and solve problems. A coalition can be formal or informal in structure depending on its purpose. Due to its size and scope, a coalition can accomplish significantly more than an individual organization. This workshop will teach you how to build coalitions and use them to achieve your goals.

Establishing and Maintaining a Political Action Committee (2 hours)

State and local officials — and state and local laws — affect your wages, benefits, labor laws and working environment. With a state and/or local political action committee (PAC), fire fighters can help support the campaigns of officials, candidates and ballot issues that represent their communities' best interests. This workshop addresses not just the laws and regulations affecting state and local PACs, but also how to promote a PAC, raise funds and plan contributions.

Introduction to Political Action (2 hours)

Local government officials are ultimately responsible for making decisions that affect the wages and benefits of fire fighters. To secure the best working conditions for your members, it is essential that your local union becomes politically active to ensure that those candidates who support fire fighter issues are elected and remain in office. This workshop will give you an overview of the political process and teach you how to set up a political action plan that is most effective in achieving your goals.

Introduction to Public Relations (2 hours)

A strategic public relations program will enable your local to use public support to achieve its goals and handle an unforeseen crisis. By communicating effectively with the public and local officials, a union is more likely to secure better wages for its members, improve staffing and avoid budget cuts. This workshop is designed to give you the tools and tactics you need to set up a successful public relations program for your local.





Lobbying 101: Understanding the Local Legislative Process (2 hours)

Whether at the local, state or federal level, learning and knowing how to lobby elected officials is one of the most effective ways to gain favorable legislation. Understanding the process and learning how to identify, organize and implement an action plan is an asset to provide a positive impact for fire fighter issues. In this workshop, you will examine the basics of lobbying and how to effectively address and organize an action plan for dealing with elected officials.

Recruiting and Endorsing Candidates (2 hours)

For political candidates, the endorsement of fire fighters is the most coveted endorsement in campaigns today. The political action of an affiliate is what it takes to move fire service issues forward. In this workshop, you will learn how to select a candidate and campaign for political action, understand the endorsement process and create a local endorsement process.



RETIREMENT

Understanding Public Pensions (2 hours)

As a union labor leader and a public pension participant, it is vital that you are aware of the various components of public pension plans and how they operate. There is a vested interest to ensure that your public pension plan is adequately funded and prudently invested in order to achieve long-term goals for you and your members. With public pensions under attack, it is important to become involved in the oversight and monitoring of your pension system. This workshop will address how public pensions operate, some pitfalls to be cautious of and questions that should be asked of the pension board, trustees, plan administrators and other stakeholders.

RETIREMENT



UNION ADMINISTRATION

Budgeting for Local Unions (2 hours)

Budgeting is an essential function for those who safeguard local union assets. In this workshop, you will learn the art of planning your local's income and expenditures. Topics discussed will include preparing, adopting and amending your budget, as well as common income and expenditure categories that should be part of your plan.

Duties of the Secretary and Treasurer (4 hours)

Students will gain a better understanding of the role and responsibilities of the secretary, treasurer or the secretary-treasurer as a union officer. Students will also acquire knowledge on maintaining their local's records, running a meeting, fiduciary responsibilities, and common IRS filing mistakes.

Frontline Union Representative Basics (2 hours)

This workshop addresses the knowledge and skills involved in effectively enforcing contract provisions and representing workers' rights with your fire service management and jurisdiction. It will introduce and explore the issues and best practices involved in handling grievances, enforcing contract language and handling discipline issues. Additionally, this workshop reviews ways that key union personnel can inform membership on the benefits of union membership and active involvement.

Introduction to Grievances (2 hours)

The manner in which you process grievances will determine how quickly they are resolved and how your members will perceive you. A good understanding of the grievance process will better enable you to enforce the collective bargaining agreement and avoid costly arbitration hearings. In this workshop, you will learn how to evaluate and file a grievance, reduce your chances of receiving a DFR claim and develop effective grievance strategies. This workshop is ideal for local union officers and grievance committee members who have limited experience with grievances.

Investigating and Processing Grievances: Non-Collective Bargaining Environments (2 hours)

A quick and efficient resolution to a grievance is the best strategy, but in order to resolve a grievance the process must be understood. Understanding the grievance process will enable you to assist your membership in navigating the process. In this workshop, you will learn how to determine if a grievance has merit and how to provide assistance to a member who is filing a grievance. This workshop is ideal for local union officers and grievance committee members who have limited experience with grievances in a non-collective bargaining environment.

Local Union Administration (2 hours)

Designed to help affiliate leaders achieve goals for their locals, this course teaches the skills necessary to be effective in any role as a union officer. Information is provided on the duties of each local union officer, as well as the responsibilities of the executive board and other committees in the local. It will also acquaint participants with the various services and assistance available from the IAFF.



Managing Consultant Reports (2 hours)

It is important for affiliate leaders to know how to protect wages, benefits and working conditions for their members. While attacks on public sector unions continue to increase, jurisdictions are often relying on consultant reports to guide where cuts can be made. This workshop addresses how affiliate leaders can take preemptive action to mitigate consultant reports and how to address the negative impacts, specifically relating to consolidation, the creation of fire districts, PSOs and station closures.

Preparing for Grievance Arbitration: Choosing an Arbitrator (2 hours)

Despite your best efforts to resolve all disputes internally, some grievances cannot be settled at the local level and must be heard by a neutral arbitrator. To win at arbitration, a union leader must be well prepared and have a good understanding of the arbitration process. This workshop will give you an overview of arbitration procedures and protocol, methods for selecting an arbitrator, and strategies for cutting costs. This workshop is ideal for local union officers and grievance committee members who work in collective bargaining environments and have limited experience with grievances.

Preparing for Grievance Arbitration: Contract Language (2 hours)

The collective bargaining agreement is a contract between union and management that outlines the wages, benefits and working conditions for fire fighters. To maintain flexibility in the workplace, negotiators sometimes include language in the agreement that is ambiguous or general in nature. Occasionally, this ambiguity leads to disputes between the two parties over the meaning of the contract. When these disputes are brought to arbitration, the arbitrator must determine which interpretation is the most reasonable and best reflects the mutual intent of the parties. This workshop will teach you how arbitrators consider contract language, past practice and other contributing factors in order to reach a decision.

Preparing for Grievance Arbitration: Evaluating Evidence (2 hours)

To win your case in grievance arbitration, it is crucial to have evidence to back up your arguments and assertions. Without sufficient evidence, it is difficult to convince an arbitrator to rule in your favor. This workshop will teach you how to gather evidence, identify the types of evidence admissible in arbitration, and determine which types carry the most weight with arbitrators. This workshop is ideal for local union officers and grievance committee members who have limited experience with grievances.





International Association of Fire Fighters

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