



GENERAL PRESIDENT
EDWARD A. KELLY

TRANSITION

April 2, 2021

Dear Transition Team Members:

We would like to take this opportunity to extend our sincerest appreciation to you for agreeing to serve on the transition team as we write the next chapter of our IAFF. In addition to your roles and responsibilities as local, state and provincial leaders, your commitment to ensuring the IAFF continues to provide the highest level of goods and services to our 324,000+ members is a testament to your character and a show of fidelity to our union.

It is your skills, technical expertise, knowledge and understanding of the challenges facing our union and our profession – from occupational illnesses, including cancer and COVID-19, that continue to plague our members, to the attacks on our locals' ability to collectively bargain wages and working conditions that will help shape our union's mission for years to come.

While conducting your work on the transition team, we are confident that you will always keep the membership at the forefront. In addition, as you evaluate our current processes and programs, we must also ensure the continuity of operations and ease of access that our members expect and deserve.

By following the philosophy of leaving our union better than we found it for the next generation of IAFF members, we will succeed in paving the way for a more effective IAFF in the future.

Once again, thank you for your dedication to service and support through this transition and into the next administration. We look forward to standing side by side with you as we work to better the lives of our members and their families.

Let's build a stronger IAFF for our future!

Edward A. Kelly
General President-Elect

Andrew K. Pantelis
Transition Chair



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IAFF GENERAL PRESIDENT EDWARD A. KELLY TRANSITION TEAM DIVISION ANALYSIS AND NEEDS ASSESSMENT

TIMELINE

Work groups must meet the following deadlines:

- April 9, 2021 – Transition Team announcement disseminated to general membership
- May 7, 2021 – A detailed outline of the work groups' initial analysis and needs assessment delivered to Vice Chair
- June 4, 2021 – A rough draft report delivered to Vice Chair
- July 9, 2021 – Transition Chair, Vice Chairs, and technical writers will deliver 90-day report to General President Kelly and IAFF Executive Board

GENERAL GUIDELINES

- Work groups should regularly interact with and coordinate meetings with their respective Program Manager, Vice Chair and Senior Advisors. The scheduling liaison from the General President's office will assist to schedule all meetings using the master Outlook calendar and Zoom account.
- Technical references must be cited when referenced in the report.
- All materials generated during the transition team process are deemed confidential and should not be released or discussed outside the purview of the work groups.

PROGRAM OVERVIEW

Program Description

- Provide an overview of the IAFF division, program or process your work group has been tasked to analyze.

Core Deliverables

- What are the core deliverables of the division, program, process or vision idea? Deliverables may be defined as services or products.

Customers

- Who is the customer? (e.g., IAFF members, affiliate leaders, civilian/community members, policy makers, etc.).

Infrastructure and Hierarchy

- Describe the infrastructure and hierarchy if applicable (e.g., what is the division, who are the leaders and employees, what is the total staff complement needed to carry out the mission/deliverables, etc.).

Budget

- To the best of your ability, determine what the annual budget for this program is.

TRANSITION TEAM DIVISION ANALYSIS AND NEEDS ASSESSMENT

Step 1

Through a detailed, open, transparent and honest discussion of work group members, and when thinking about the end users/customers and the core deliverables, identify the things this division, program, process or vision idea of the IAFF does well. In particular, identify the components that must be preserved in order to ensure ongoing success.

Step 2

Following the same process, and when thinking about the customers and the core deliverables, identify the areas in this division, program, process or vision idea of the IAFF that could be improved in order for the core deliverables to be more useful to the end user/customer. In particular, identify the components that must be changed, eliminated or improved in order to ensure ongoing success.

Step 3

Following the same process, identify the things this division, program, process or vision idea of the IAFF does not do presently but should be doing in the future in order to ensure the IAFF is meeting not only the present, but also the future needs of its members.

Step 4

Following the same process as it relates to the mission of your work group, identify the risks faced by our members, their locals and the IAFF that are not presently being addressed by the program, division, process or vision idea you are analyzing. Along with each risk, rate the level of urgency your work group believes is associated with it (for example: a rating of CRITICAL RISK means this must be addressed immediately; MODERATE RISK means it should be addressed in the next year; and MINIMAL RISK is one that can be addressed as resources allow.

Step 5

The transition team has the ability to survey affiliate leaders through the use of the SMART platform. If it would benefit your work group to directly poll IAFF members, list the questions you would like asked here:

Summary

Provide a brief summary of your discussions and a detailed list of your work group's recommendations.



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IAFF GENERAL PRESIDENT EDWARD A. KELLY TRANSITION TEAM MISSION, VISION, CORE VALUES AND STRATEGIC GOALS

MISSION / VISION STATEMENTS

Mission Statement:

The mission of General President Kelly's Transition Team is to create a seamless bridge between IAFF administrations to ensure the uninterrupted delivery of member services, identify organizational strengths and areas for improvement, and develop a vision for the future of the International Association of Fire Fighters.

Vision Statement:

The IAFF will be the most cutting edge, member-driven union in North America; a union recognized for its member engagement and advocacy, political strength, transparency and innovations in worker safety, health and training.

CORE VALUES

- **Honesty:** We seek the truth and report the truth.
- **Transparency:** We operate in an open and accessible manner.
- **Responsiveness:** We provide timely and efficient products and services that address our members' needs.
- **Stewardship:** We prudently manage financial and human resources while promoting the IAFF and the fire fighter brand.
- **Community:** We deliver services and provide education and training that support the development of strong bonds with one another.
- **Tradition:** We honor our union's historic past and build on it for the future.
- **Engagement:** We involve our members in core union activities.
- **Inclusiveness:** We respect and value the diversity and contributions of all members of our union.
- **Integrity:** We foster the highest character and ethical standards.
- **Innovation:** We remain attentive to the advancements in technology and use those advancements to meet the needs of our members.
- **Professionalism:** We identify and raise up transformational leaders who have courage, passion and competency.

STRATEGIC GOALS

1. Analyze all aspects of the IAFF's structure and operations and report recommendations to the IAFF Executive Board.
2. Ensure that all requests for services and assistance are met in a timely and efficient manner.
3. Work collaboratively with the incoming General Secretary-Treasurer to ensure that we break down silos within the organization.
4. Evaluate that the IAFF mission meets the needs of current and future membership.
5. Create a strategic vision for the future of the IAFF.
6. Engage IAFF affiliate leadership, Convention delegates, and members throughout all aspects of the transition.