

2026 CHARTER
For The
SAN MATEO CONSOLIDATED FIRE DEPARTMENT
FIRE ACTION CONSENSUS TEAM

ARTICLE I
NAME

The San Mateo Consolidated Fire Department participatory management vehicle will be known as the Fire Action Consensus Team or “FACT”.

The terms “SMCFD” or “the fire department” or “the department” or “organization” shall refer to the San Mateo Consolidated Fire Department. “The Chief Administrative Officer” or “CAO” refers to the administrative position filled by a City Manager of one of the three cities selected by the Fire Board to liaison between the Fire Chief and Fire Board. “The Fire Board” refers to the governing board of the San Mateo Consolidated Fire Department. References to specific job titles refer to those positions within the San Mateo Consolidated Fire Department organization unless otherwise specified.

ARTICLE II
BACKGROUND

Participatory management encourages employee input, made directly through actual participation on committees or indirectly through committee members. This provides a forum where employees can contribute to the research and development of programs and policies that benefit the fire department as a whole and result in better service to the public.

FACT works with the Fire Chief as the primary planning and policy-making body of the fire department. FACT is based on an organizational philosophy that cooperative problem solving and joint participation in decision making benefits the organization. By including employees from all levels of the organization to provide input, the department has developed better policies and procedures, improved internal communications, and enhanced our labor-management relations.

The purpose of this charter is to provide the foundation for a participatory management structure within the San Mateo Consolidated Fire Department. It outlines the purpose, principles, and basic policies of FACT. This document establishes the agreements necessary for the members of FACT to work together productively.

ARTICLE III PURPOSE OF FACT

The primary function of FACT is to collaboratively develop clear, effective, and practical policies, procedures, plans, and practices which serve the department as a whole and forward the fire department's mission and vision in alignment with the goals and purposes of the Fire Board.

FACT is a cross-section of fire department employees and exists to access input from all echelons of the organization thereby providing accurate and appropriate data necessary to making good policy, procedures, plans, solutions, etc. FACT assists the Fire Chief in their duties to envision the future of the department. FACT maintains a broad perspective, addressing significant department-wide issues, always with an eye to the future.

FACT will work in coordination with Command Staff and Union Representatives to ensure efficient and effective operations of our department thereby increasing success in achieving the mission of the San Mateo Consolidated Fire Department. It is the responsibility of all department members, working through FACT members, Command Staff, and Union Representatives, to ensure that a collaborative management process exists and is used properly.

ARTICLE IV MEMBERS AND ELECTIONS

SECTION A: STRUCTURE

FACT consists of sixteen trained members - five members from the Command Staff and eleven members from outside of Command Staff. The makeup should represent an important cross-section of the organization with personnel of diverse backgrounds and varied interests.

The five Command Staff members will include the Fire Chief, Deputy Fire Chief, a Chief from Operations, a Chief from CRR, and one other Command Staff member designated by the Fire Chief. Ten other members will include members outside of the Command Staff and will be elected by the active members of the San Mateo Consolidated Fire Fighters' Labor Group, and the sixteenth member will be from Support Staff. Support Staff shall decide who among them will represent them on the team and select a primary member and alternate member, both to serve two-year terms.

SECTION B: ELIGIBILITY FOR ELECTED POSITIONS

Any member of the department with at least two years' service with SMCFD and who is not a member of the Command Staff is eligible to run for a position on FACT.

SECTION C: TERMS FOR FACT MEMBERS

Terms for elected members will be two years and until election and installation of their successors. In an effort to maintain continuity within FACT and to minimize the number of annual elections, terms may be altered upon FACT's approval, and if the individual so agrees, in order to align with the annual voting.

SECTION D: METHOD OF ELECTION

Elections shall be by secret ballot. The FACT Chairperson or Co-Chairperson shall ensure that notices of upcoming elections are posted throughout the department at least eight weeks prior to the election. Those interested in being candidates have four weeks to submit to the FACT Chairperson their written intent to run. The candidate may submit a brief statement expressing their purpose for running and any relevant objectives or experience. A list of candidates and their statements shall be posted throughout the department at least four weeks prior to the election.

If no more than the minimum number of candidates needed sign up for office, they shall be appointed without an election. Otherwise, an election shall be held. A FACT member shall be responsible for conducting the ballot. The candidates receiving the most votes shall be elected. A tie would require a run-off election to be conducted as soon as possible.

Elected candidates shall receive essential training necessary to act as a FACT member. The member leaving office shall be responsible for ensuring that their replacement is fully trained.

SECTION E: VACANCIES

When a team member leaves prior to the end of their term and no regular election is scheduled within three months, a special election shall be held.

SECTION F: RESIGNATIONS AND EXIT INTERVIEWS

Any member leaving FACT may receive a formal exit interview conducted by one or more members of the Steering Group or designee for the purpose of checking the effectiveness of the collaborative process and the person's general experience as a FACT member.

ARTICLE V
FACT CHAIRPERSONS

SECTION A: TERM

FACT shall elect a Chairperson and Co-Chairperson, and each will serve a term of one year or until the election and installation of their successors.

SECTION B: ELIGIBILITY AND NOMINATION

All members who have been on FACT for at least one year and have completed the required training shall be automatically nominated for Chairperson and Co-Chairperson, unless a member has asked not to be considered for these positions.

SECTION C: METHOD OF ELECTION

An assigned FACT member shall conduct an election by secret ballot. Only current FACT members may vote in this election, and all are permitted to do so. The two nominees receiving the most votes shall participate in a run-off election to determine which is the Chairperson. The person with the most votes in the run-off election shall be appointed as the Chairperson and the other candidate will assume the duties of Co-Chairperson.

SECTION D: LIMITATIONS

No member shall hold more than one office at a time and no member shall be eligible to serve more than two consecutive terms in the position of Chairperson.

ARTICLE VI DUTIES

SECTION A: FACT MEMBERS

FACT members work with the Fire Chief in adopting plans, policies, and procedures which will advance the department in alignment with its own mission as well as the goals and objectives of the Fire Board.

Each FACT member is responsible for knowing the FACT Charter and the rules for meeting so that they can participate in meetings productively and ensure that the purposes of meeting are realized. FACT members are responsible for correcting any member who violates this Charter or the rules for meeting and, conversely, should be willing to be properly corrected for the same. Each member is responsible for taking the steps necessary to resolve any conflict between themselves and any other member.

FACT members do research necessary to enable them to present facts and data that will enhance the overall judgment of the team. Members must avoid entering rumors and personal agendas into the process.

Each member is responsible for communicating responsibly and accurately within meetings and between meetings. Members must support, in action and voice, any decision made by consensus; this is vital to ensure the continued credibility of FACT.

FACT members communicate with others in the department to educate personnel by clarifying policy or procedural decisions. In this way FACT members are very valuable as they increase understanding and agreement throughout the organization.

Members may be responsible for additional subcommittee work as assigned.

SECTION B: FACT CHAIRPERSON

The Chairperson is the presiding officer of FACT meetings and is responsible for knowing the principal duties of a presiding officer as outlined in FACT's rules and training materials. They conduct and facilitate FACT meetings according to the rules for meetings adopted by FACT. They guide the group in using problem-solving and decision-making techniques during discussion of issues. The Chairperson is permitted to participate in discussion and vote as a member of the team.

The Chairperson is responsible for evaluating all issues and FACT Input Sheets using the established checklist to ensure issues are appropriate and data is complete. The Chairperson ensures that all issues to be handled by FACT have been submitted using FACT Input Sheets, properly routed and screened for completeness and sees that FACT members follow the same rules of access and do not present issues verbally at meetings. The Chairperson distributes new issues to FACT at meetings for members to study prior to the next meeting, where these issues will be presented as new business.

SECTION C: CO-CHAIRPERSON

The Co-Chairperson shall be responsible for acting as an assistant to the Chairperson and shall substitute in the absence of the Chairperson.

In the event that neither the Chairperson nor Co-Chairperson is able to attend a meeting, the members present shall elect a qualified temporary Chairperson to assume the duties of presiding officer for that meeting. Qualifications for temporary Chairperson are the same as those for Chairperson, as stated in Article V, Section B of this Charter. If there is no member available to do so, then the meeting shall not be held.

SECTION D: ACTION MONITOR

An Action Monitor is appointed to take the meeting minutes and to track all the decisions made during the course of a meeting. Actions taken are reported at the end of the meeting, so everyone knows what was decided and who has responsibility for acting. It is not required that the Action Monitor be a member of FACT.

SECTION E: COMMITTEES

Standing committees and special committees will be established by FACT as necessary.

SECTION F: STEERING GROUP

The Steering Group shall consist of the Fire Board Chair or their designee, Fire Chief, Deputy Chief, District Vice President (DVP), Association President, Association Vice President, and two elected FACT members, preferably the Chairperson and the Co-Chairperson.

The Steering Group is responsible for ensuring an ongoing commitment to the participatory management philosophy behind FACT. The Steering Group shall conduct an annual review to determine the effectiveness of FACT and the participatory management system.

The Steering Group may also be convened to check the effectiveness of the collaborative process or to handle any barriers or distractions that would prevent the success of FACT. This group may also be convened when the participation of the Fire Board Chair or their designee and/or the DVPs would be necessary for prompt resolution of impending situations that would have a broad impact on the organization. Any two members of the Steering Group can call for a meeting.

ARTICLE VII BUSINESS MEETINGS

SECTION A: REGULAR BUSINESS MEETINGS

Regular business meetings shall be scheduled biweekly on Tuesdays and shall convene at 9:00 AM unless otherwise arranged in advance.

While face to face meetings are preferred, regular Business Meetings may include attendees via teleconferencing and / or internet-based conferencing software (i.e. Zoom, Microsoft Teams, Goto Meetings, etc.). Notice of the meeting change to web conferencing shall be given with as much advance notice as possible.

It is expected that all members will make every effort to attend all meetings. Members must advise the Chairperson in advance if they are unable to attend a meeting.

A record of attendance shall be kept, and someone shall be designated to make a record at each meeting for payroll purposes and submit it to the proper person.

SECTION B: ANNUAL MEETINGS

The first regular meeting in January shall be known as the annual meeting and shall be for the purpose of:

- 1) Electing a Chairperson and Co-Chairperson
- 2) Identifying and acknowledging FACT's accomplishments of the past year
- 3) An annual evaluation of effectiveness of collaboration and participatory management in the department (with a report to the Steering Group)
- 4) Establishing annual goals and objectives for the team
- 5) Training on the rules for meeting
- 6) Any other business that may arise

SECTION C: SPECIAL MEETINGS

Special meetings may be called by the Chairperson and shall be called upon the request of five members. The purpose of the meeting shall be stated in the call. Except in cases of emergency, at least three days' notice shall be given.

SECTION D: CONSENSUS VOTE

Consensus agreement is used to validate all products issued by FACT (policies, procedures, plans, etc.) A group reaches consensus when all members agree upon a single alternative or motion, and each group member can honestly say:

“I believe that you understand my point of view and that I understand yours. Whether or not I prefer this decision, I support it because it was reached fairly and openly, and it is the best solution for us at this time.”

Consensus means that everyone in the meeting has had the opportunity to be heard, every view has been solicited, and everyone agrees to support the proposed action. Agreeing to consensus may mean for some people that they have a view that there is a much more preferred course of action, yet they can support the action proposed. Using consensus for decisions

demonstrates the basic principle of equality and empowerment of all members and is the basis for participatory management.

Proposing Consensus – When a member feels all parties have been sufficiently heard and wants to see if the team can support a given action, he/she may propose that the team go for consensus. Unlike voting, the Chairperson starts with one person and goes around the room until there is no consensus, or all members present vote affirmatively.

A proposal to go for consensus on a certain action may be amended to make it more acceptable. Once amended, the Chairperson starts all over again to see if all members can agree to the amended action.

If the team is unable to reach consensus on an issue, it will defer to the Fire Chief.

SECTION E: QUORUM

The quorum for a FACT meeting shall be three members from Command Staff and five of the elected members, of which one must be a trained presiding officer.

SECTION F: RIGHTS OF MEMBERS

All FACT members are considered equal partners in the process and all products of FACT are adopted and issued only after consensus agreement.

Each FACT member has the right to contribute and participate in meetings, under established rules, without threat of recrimination or retaliation.

Each member has the right to insist that the established rules be followed by all and, therefore, has the right to promptly correct any other member who has violated this Charter or the rules for meeting.

Each member has the right to seek avenues of conflict resolution should there be any difficulty between himself/herself and another member.

The rights of each member whether present or absent, must be protected.

SECTION G: RULES FOR MEETINGS

The rules contained in the current edition of *Robert's Rules of Order* shall govern FACT in all cases to which they are applicable and in which they are not inconsistent with this Charter and any special rules of order that FACT may adopt.

SECTION H: VISITORS

All FACT meetings are open to any fire department employee or member of the Steering Group as an observer. Visitors will attend on their own time, or if on duty, with the approval of the employee's immediate supervisor. FACT may agree in advance to invite other guests outside of the department.

Visitors will have no vote and will not participate in the consensus agreement process. During discussion of an issue, the Chairperson may solicit relevant information from an observer if the Chairperson feels that the observer is qualified to speak on the subject at hand and the information may assist the team in coming to a better decision.

ARTICLE VIII AMENDMENTS

This Charter may be amended by consensus vote at any regular meeting provided that the amendment has been submitted in writing to the Steering Group for review and has been presented in writing to FACT at the previous regular meeting.

ARTICLE IX RELATIONSHIP OF PRINCIPALS

FACT works in coordination with Command Staff and Union Representatives. These three groups form a “triangle” and they must collaborate for the participatory management system to succeed. This coordination will ensure a smoother operation of our department thereby increasing our success in achieving the mission of the San Mateo Consolidated Fire Department. It is the responsibility of all FACT members, Command Staff, and Union Representatives to ensure that a collaborative management process exists and is used properly.

ATTACHMENT A THE TRIANGLE FURTHER EXPLAINED

It is outside the scope of the FACT Charter to fully define the duties and responsibilities of all the principals of FACT. This attachment outlines the basic functions of each group to clearly illustrate how they relate to one another.

FIRE CHIEF
COMMAND STAFF
SUPPORT STAFF

FACT

UNION REPS

FIRE CHIEF, COMMAND AND SUPPORT STAFF

This corner of the triangle includes all Command Staff and Support Staff, etc. They are responsible for executing plans to achieve the goals and objectives of the fire department. They apply policies and procedures to forward the purpose/mission of the fire department. Examples of issues that would be handled by the Fire Chief/Staff/Command Staff:

- personnel and performance issues
- staffing, level of service, emergency response
- production issues
- day to day operations
- communication and clarification of policy
- monitoring implementation and application of policy and procedures
- material acquisitions and budget requests
- public relations

FACT

FACT develops new department policies and evaluates established policies and revises or revokes them as necessary. FACT ensures that department policy aligns with existing policies and the fire department’s mission. FACT reviews procedural drafts to determine accuracy and practicality. FACT ensures that procedural drafts align with policy and, therefore, would make suggestions to authors to achieve this. FACT may write procedures as necessary, but this task is best left to be done by individuals or subcommittees so as not to overburden FACT.

FACT assists in aligning future actions of the fire department with goals and objectives set by the Fire Board. They would assist in planning to ensure coordination between the Fire Board, Chief Administrative Officer, Command Staff, and FACT planning. This may include prioritization of projects, identifying future needs, and proposing solutions, etc.

Once FACT has developed a final product-for example, a procedure or policy, copies would be forwarded to the Fire Chief’s Office and Union Representatives. After the Fire Chief (or his designee) and the Union Representatives have met and conferred, if necessary, the product would be issued through command channels for proper implementation.

Examples of issues that would be handled by FACT:

- develops and maintains mission statement
- assists in handling situations, plans, and purchases
- development, evaluation, clarification of policy and procedures
- assist Command Staff in long-range planning
- develops guidelines on how we treat others
- may discuss operational issues prior to meet and confer process
- corrects any misalignment of department programs, policies, or procedures
- performs self-critique of the FACT process
- corrects its own members regarding FACT policy and rules
- does NOT handle disciplinary issues, personal performance issues, confidential issues, and does not do any critiquing of employees

UNION REPRESENTATIVES

This corner of the triangle includes the District Vice President, Association President, Association Vice President, the Association Secretary and Treasurer, negotiators, various union committees, Local 2400 business agents, etc. Union representatives are responsible for protecting and improving wages, benefits, and working conditions. They represent the interest of the membership as a whole and guide the members to achieve its purpose/mission. They develop and enforce contract agreements and monitor policy and procedures and plans to ensure that there are no violations of contract or any degradation of wages, benefits, and working conditions.

Examples of issues that would be handled by Union Representatives:

- handle member complaints and grievances
- meet and confer issues and contract items
- welfare of membership issues
- political issues
- union representation for members
- contract negotiations
- conduct union meetings
- improving union public relations

THE STEERING GROUP

The Steering Group is composed of the Fire Chief, Deputy Chief *and/or the Fire Chief's designee*, the Local 2400 District Vice President, Association President, Association Vice President, two elected FACT members (preferably the Chairperson and Co-Chairperson), and a Fire Board Representative or their designee. These are all the principals charged with maintaining a collaborative management style. The Steering Group is responsible for ensuring an ongoing commitment to the participatory management philosophy behind FACT.

Examples of issues that would be handled by the Steering Group:

- Performs an annual review in the first quarter of each calendar year to check the effectiveness of the collaborative process in the fire department
- Handles any barriers or distractions that would prevent the success of FACT
- Proposes resolutions for impending situations that would have a broad impact on the organization

**ATTACHMENT B
FIRE ACTION CONSENSUS TEAM
SPECIAL RULES OF ORDER**

I. RULES FOR MEETINGS

A. INTRODUCTION

While reading this document, please ensure that you fully understand every word. Do not go past a word you do not understand without getting it defined. Those words in italic type can be found in the glossary. It is recommended that you look up each of these words in the glossary to ensure you understand their meaning as they are used in this text. Use a regular dictionary to get definitions for any words that are not listed in the glossary.

B. PURPOSE OF RULES

“Where there is no law, but every man does what is right in his own eyes, there is the least of real liberty.”

-Henry M. Robert

A rule is an authoritative regulation for action, conduct, method, procedure, etc. It is a statement that tells how to do something or what may or may not be done. The word rule is derived from the Latin words *regula* and *regere*, which mean “ruler, straightedge” and “to lead straight” respectively.

The term “*rules of order*” refers to written rules formally adopted by an *assembly* or organization. Such rules relate to the orderly transactions of business in *meetings*.

The purpose for rules of order is to facilitate the smooth functioning of the group and to provide a firm basis for resolving questions of procedure. Meetings with established rules provide the means for people to resolve their problems and issues by group discussion. Attempting to conduct business without agreement on adopted rules and authority leads to confusion and inefficiency. A clear understanding of the rules of a meeting, and enforcement of those rules, will allow a group of people to resolve a maximum number of questions and issues in a minimum amount of time.

C. BACKGROUND ON PARLIAMENTARY LAW

“It is difficult to find another branch of knowledge where a small amount of study produces such great results in increased efficiency in a country where the people rule, as in parliamentary law.”

-Henry M. Robert

The word *parliament* has been in use since the thirteenth century when it was used to describe any important meeting held for the purpose of discussion. The word derives from the *Old French* word *parler*, meaning to speak.

Parliamentary Law originally was the name given to the rules and customs for carrying on business in the English Parliament, the *legislative body* of England and *Great Britain* since the fourteenth century. The subject of parliamentary law is a simple and common-sense one. It

has evolved gradually over hundreds of years through a continuing process of decisions and precedents. These rules and customs were brought to America by the early colonists and eventually became the basis for the rules used in the legislative bodies of our own federal and state governments.

Further development of the rules brought about *common parliamentary law*, which is adapted to the needs of a wide variety of organizations outside of government. These rules have been codified in various publications, *Robert's Rules of Order* and *Atwood's Rules for Meetings* being the most widely known in our profession.

The principles underlying common parliamentary law aim to preserve the rights of members. The rules of common parliamentary law serve to permit everyone an appropriate opportunity to persuade the group. The rules provide safeguards for the rights of the minority while assuring that the majority will prevail. These rules apply to any meeting of civic, social, trade union, business, professional or other group or organization.

It is unwise for an assembly or organization to attempt to function without formally adopted rules of order. Generally, a recognized parliamentary manual is adopted for this purpose. If the group finds that it needs to supplement or modify rules contained in that manual, it would adopt *special rules of order*. Special rules of order supersede any rules in the adopted parliamentary manual.

This document serves that purpose and these special rules of order have been adapted from parliamentary procedures to meet the particular needs of FACT. When a question arises that is not answered by these special rules of order, then the current edition of *Robert's Rules of Order* should be consulted.

This document is more comprehensive than one might expect for a supplement. As the current edition of *Robert's Rules of Order* is over 700 pages long, it seemed necessary to create our own training document. The interest is to provide all the basic elements of the subject so that those unfamiliar with parliamentary procedure can get trained quickly and easily and immediately function well with the team. While it is hopeful that this document will serve the members of FACT well, it is strongly advised that all members become familiar with *Robert's Rules of Order* so that they have a greater understanding of parliamentary procedure and rules of order. A proper study of this field will make each member much more efficient and, therefore, more valuable to the team and the organization.

D. THE GENERAL PRINCIPLES OF PARLIAMENTARY PROCEDURE
by William C. White, Registered Parliamentarian, January 1979

1. One subject at a time; one speaker at a time.
2. Business must be conducted.
3. All members are equal.
4. The majority decides.
5. The rights of the minority must be protected.
6. Silence gives consent.
7. A question once settled may not be reintroduced.
8. Human feelings must be respected.

“The great lesson for democracies to learn is for the majority to give to the minority a full, free opportunity to present their side of the case, and then for the minority, having failed to win a majority to their views, gracefully submit and to

recognize the action as that of the entire organization, and cheerfully to assist in carrying it out, until they can secure its repeal.”

–Henry M. Robert

II. BUSINESS MEETINGS

A. PURPOSE

The object of having a business meeting is to consider and take action on matters that affect the organization and are of interest to its members. This procedure is known as the “business” of the meeting.

B. MINIMUM COMPOSITION OF A BUSINESS MEETING

The minimum composition of a business meeting is the *quorum to include the Chairperson, Co-Chairperson or designee.*

A quorum is the minimum number of members who must be present at the meetings for the legal transaction of business. The requirement of a quorum is a protection against an unrepresentative action by the group when an unduly small number of persons are present. The FACT Charter specifies the exact requirements for a quorum for a legal FACT meeting.

The minimum essential officers for a business meeting are a *presiding officer* who conducts the meeting and sees that the rules are observed, and a *secretary* who makes a written record of what is done—usually called *minutes*. The presiding officer of a FACT meeting is known as “the Chair” or designee and the secretary is known as the “Action Monitor”.

C. CUSTOMS OF FORMALITY

A custom is an accepted practice or usual way followed by people of a particular group. Customs are adopted as a result of experience and are then sustained by tradition. In the case of parliamentary procedure, we have the benefit of hundreds of years of experience formed into very useful customs.

Formality is the following or observing of prescribed customs, rules, or ceremonies. More specifically, conformity with accepted standards or proper manners or behavior. While formality at some functions, such as certain ceremonies, may seem to lack practical meaning, such is not the case in parliamentary procedure. Formality in business meetings assists in bringing order to a meeting.

There are certain customs of formality that are followed by the presiding officer and members in order to maintain the chair’s necessary position of impartiality and to help preserve an objective and impersonal approach, especially when serious divisions of opinion arise.

Even in a small meeting, the presiding officer should not be addressed or referred to by name. Members of the meeting should address the presiding officer as “Mr. Chairperson” or “Madam Chairperson”. With nearly the same strictness of observance, he/she should not be addressed as “you” but, instead, members may speak of him/her as “the Chair”. Likewise, the presiding officer refers to themselves as “the Chair”.

Members address only the Chair or address each other through the Chair. In large assemblies it is a requirement for the member, and in certain instances the Chair, to stand before speaking; however, in smaller meetings, such as FACT meetings, this is not a necessary requirement.

Even though FACT is a relatively small assembly, it is a requirement that a member does not speak without first having addressed the Chair and being recognized by the Chair, also known as “obtaining the floor”, which is explained further in this document.

D. CALL TO ORDER

When the time of a meeting has arrived, the presiding officer opens it, after the Chair/Co-Chair has determined that a quorum is present, by calling the meeting to order. The Chair/Co-Chair takes their designated station in the room, waits or signals for quiet, and announces “The meeting will come to order.”

In the absence of a quorum, it would be appropriate to wait for a short period of time for late arrivals or take measures to obtain a quorum. If enough members do not appear, the Chair announces, “There is no quorum present.” The only business that may then be conducted is to determine the time for the next meeting, and the adjournment of the meeting.

Despite the inability to conduct business, the rules requiring the meeting to be held were complied with and the meeting was convened, even though it had to adjourn immediately.

FACT requires one modification to this procedure. In the event that the Chair, by advance notice of members, is aware that there will certainly be no quorum at the next meeting, arrangements may be made in advance to cancel the meeting. The purpose of this modification is to prevent undue inconvenience to those members that might have lengthy travel times to the meeting place.

E. ORDER OF BUSINESS

The *order of business*, or *agenda*, specifies the sequence in which general types of business are to be brought up or permitted to be introduced. Once a meeting is called to order, the group follows the established order of business as outlined in the FACT Charter. The Chair calls for the different classes of business in the prescribed order. The Chair should take special care to make sure that the members always understand what business is immediately pending.

The standard order of business for FACT is set out in the FACT Charter, so each meeting will have the same basic agenda. It is the intention that the agenda be completed at each meeting; however, should the case arise when members feel that it is in order to adjourn the meeting prior to the completion of the agenda, the meeting can be adjourned with a two-thirds vote of the members present.

F. MOTIONS

A *motion* is a formal proposal made by a member in the meeting, who has been recognized by the Chair, that the group takes certain action. A motion may also be referred to as a *question*. Business is brought before the group by the motion of a member. A motion may itself bring its subject to the group’s attention; or the motion may follow the presentation of a report or communication.

There are many types of motions that have evolved for specific purposes. The most basic form of a motion, and the one used to introduce business to the group, is called a *main motion*.

A main motion is a suggestion or proposal, made by one member and *seconded* by another, that a meeting do something. A main motion can only be made when no other business is before the meeting. There can be only one main motion before a meeting at one time. Some people think that there can be only one motion of any kind before a meeting but there are certain other types of necessary motions that can be made in order to fully consider the pending main motion. For example, other members may want to refer the motion to a committee for further study or postpone the issue until another day, etc. This would be done with special types of motions. All the types of motions will be explained in detail later in this document.

The business of a meeting is divided into *Unfinished Business* and *New Business* on the agenda. The Unfinished Business consists of motions that were being considered at a previous meeting but had not been fully resolved. New Business consists of main motions offered newly by members.

G. RECOGNITION AND OBTAINING THE FLOOR

Before any FACT member can make a motion or speak in a *debate*, they must *obtain the floor*; that is, they must be *recognized* by the Chair.

To obtain the floor for the purpose of making a main motion, a FACT member addresses the Chair and indicates the desire to obtain the floor. If the member is entitled to the floor, the Chair recognizes the member by announcing his/her name. The Chair cannot deny this right and must recognize any member who seeks the floor while entitled to do so.

Once the Chair has *assigned the floor*, that is, designated the member that has the floor, that member has the exclusive right to be heard at that time. The member can speak in debate or make a motion as permitted by the rules of meeting. When the member finishes speaking, they yield the floor. In larger assemblies, members are required to stand before addressing the Chair and, when done speaking, they *yield the floor* simply by taking their seat again. **Since it is not required for a FACT member to stand while speaking, it is necessary for the member to declare verbally that he/she has yielded the floor so that others know when the member is finished.**

If two or more members seek to obtain the floor at the same time, the member who addressed the Chair first after the floor was yielded is entitled to be recognized. **A member who seeks the floor before it has been yielded is not entitled to the floor if any other member seeks the floor properly. This is because it is inappropriate for a member to indicate the desire to obtain the floor until after it has been yielded. A member cannot establish “prior claim” to the floor and the Chair would typically ignore a member trying to do so.**

The exception to this is when a person is taking proper steps to legitimately interrupt at such a time. The specific instances when one can properly interrupt another will be covered later.

When a motion is open to debate, there are three important cases where the floor may be assigned to someone other than the first to address the Chair. These cases are as follows:

- 1) If the member who made the motion has not already spoken, he/she is entitled to be recognized in preference to others. (The reporting member of a committee is also recognized in preference in this same way.)
- 2) In larger assemblies, no one is entitled to the floor a second time on the same motion on the same day as long as any other member who has not spoken on this motion desires the floor. (This does not apply to FACT meetings.)
- 3) During the debate, the Chair should let the floor alternate, when possible, between those favoring and those opposing the measure.

If at any time the Chair makes a mistake and assigns the floor to the wrong person, their attention can be called to it by raising a *Point of Order*, and they should immediately correct the error.

III. HANDLING MOTIONS

A. BRINGING MOTIONS BEFORE THE TEAM

The handling of a motion varies in certain details according to conditions. In the ordinary case, especially under new business, there are six essential steps to handling a motion. Three by which the motion is brought before the group, and three in the consideration of the motion.

The three steps by which a motion is normally brought before the team are as follows:

- 1) A member *makes* the motion. (The words *move* and *offers* also refer to this step.)
- 2) Another member *seconds* the motion. (Note: In meetings such as the size and function of FACT, it is not necessary to require a second. This will be covered more fully later.)
- 3) The Chair *states the question on the motion*.

Neither making nor seconding the motion places it before the team. Only the Chair can do that by stating the question. When the Chair has stated the question, the motion is pending, that is, it is “on the floor”. It is then open to debate (if it is a debatable motion, which is explained later). If the group votes to do what the motion proposes, it *adopts* the motion, or the motion is *carried*; if the group decides against doing what the motion proposes, the motion is *lost*, or *rejected*.

B. MAKING A MOTION

To make a main motion, a member must obtain the floor, as explained above, when no other motion is pending and when business of the kind represented by the motion is in order. The member then makes the motion by saying, “I move that [or to]...[announcing the proposal].”

If the proposal were important and lengthy or complex, it would be appropriate to submit the motion in writing. A long or complicated motion should be prepared in advance of the meeting, when possible, and submitted in writing.

The presiding officer has the right to suggest to a member making a motion that the motion be reworded for clarification or accuracy. The presiding officer also has the right to require a motion to be put in writing. The Action Monitor may ask the Chair to have a motion in writing so that the minutes will be accurate. (The Action Monitor cannot ask the member directly to do this.) If the member is asked to put his/her motion in writing, there is an automatic *recess* until he/she has done so. A reasonable time must be allowed for writing the motion. While this is being done, there can be no discussion, no motions made, and no points of order raised.

A motion that consists of two or more parts can be divided into the parts, each one being voted on separately. In this case, each part is treated as a motion. This would only be done if the original motion could be easily separated into parts without changing the wording significantly or losing the original intent. Dividing a motion is especially useful when there seems to be wide variance of support between distinct parts of the original motion. Example:

Member A (after obtaining the floor): “Through the Chair, I move to schedule a special meeting for training on parliamentary procedures and that we have that meeting next Saturday.”

This motion can easily be divided into two motions; one regarding the need for a special meeting for training and, provided that motion carries, another regarding which day to hold the meeting. If the division of a question is not obviously simple, it should not be divided. See *Robert’s Rules of Order* for more details on division of a question.

Once a member has made a motion, he/she waits until the presiding officer has stated the question. (Note: Again, in larger assemblies it would be necessary for the motion to be seconded before the presiding officer would state the question.) The member making the motion will have the right to speak first in debate if he/she wishes. If the main motion has not been heard or is not clear, another member can ask that it be repeated, which the Chair can request the Action Monitor or the maker to do, or the Chair can do it them self.

Discussion of any subject is permitted only in reference to a pending motion. So, when a member has obtained the floor while no motion is pending (unless it is for a special purpose, such as to ask a question) he/she makes a motion immediately. Unless the team has specifically authorized that a particular subject be discussed while no motion is pending, doing so would be inappropriate and, once a point of order was made regarding such discussion, the Chair would immediately require that a motion be offered or the discussion cease.

The general rule against discussion without a motion is one of the most powerful tools for keeping business “on track” and keeping the meeting rapidly moving and productive. For the same reason, the Chair has the right to refuse to accept motions that are obviously made for the purpose of obstructing business, or motions that are contrary to the provisions of the FACT Charter.

C. SECONDING A MOTION

Motions need not be seconded in meetings as small as those generally held by FACT and so it is dispensed with in these special rules. However, the procedure is explained here for your information.

In larger meetings, after a motion has been made, another member who wishes it to be considered says, “I second the motion,” or “I second it,” or simply “Second.” This is done without obtaining the floor.

The person making the second is implying that the motion should come before the meeting and not that he/she necessarily favors the motion. A member may second a motion because he/she would like to see the assembly go on record as rejecting the proposal, if he/she believes that the group will do so.

The requirement of a second guides the Chair as to whether he/she should state the question, placing the motion before the meeting. Its purpose is to prevent time from being used by the group to handle a matter that only one person supports.

If no member seconds the motion, the Chair must be sure that everyone heard the motion before proceeding to other business. In such a case the Chair normally asks, “Is there a second to the motion?” If there is still no second, then the issue drops. The Chair would say that, “The motion is not seconded” and then immediately state the next item of business to come before the group.

D. STATING THE QUESTION

When a motion that is in order has been made (and seconded at larger meetings), the Chair formally places it before the team by stating the question. That is, he/she states the exact motion and indicates that it is now open for debate. He/she does this by saying, “It is moved and seconded...[repeating the motion].” The Chair then normally turns toward the maker of the motion to see if he/she wishes to obtain the floor.

The FACT Chair would state the question on a motion immediately after it has been made, unless the motion is out of order or the wording is unclear. The Chair may be able, in certain instances, to suggest an alternative motion in order to clarify the motion or to make the motion more appropriate as long as the maker is satisfied that it still meets the desired intent.

If the motion made is out of order, the Chair must declare so by saying, “The motion is out of order because [briefly stating the reason].” He/she should NOT say “You are out of order” as this implies that the member is guilty of misconduct.

If the motion offered is not clear or requires some smoothing, it is the duty of the Chair to put it into suitable form, preserving the content to the satisfaction of the mover, BEFORE the question is stated. The Chair should not admit a motion that would have to be paraphrased by the Action Monitor for the record.

Until the Chair states the question, the maker of the motion has the right to modify the motion as he/she pleases or to withdraw it entirely. After the Chair states the question, it becomes the business of the group and the maker cannot modify or withdraw the motion without consent of the group.

After a motion has been made but before the Chair states it, no debate is in order. At such a time, however, any member can quickly address the Chair without waiting to be recognized and say, “Chair, I would like to ask the maker of the motion if he/she will accept the following modification...” or something similar. The maker then answers, “Chair, I accept [or do not accept] the modification.” Or the maker can respond by making a different modification. The Chair would state the question on a modified motion just as if it were the original motion. If the maker of the motion rejects any modification, the Chair would say, “The modification is not accepted” and then state the question as it was originally worded.

E. THE CONSIDERATION OF A MAIN MOTION; BASIC STEPS

Once a motion has been properly brought before the team, there are three further basic steps that apply to the consideration of the motion. These normal steps are as follows:

- 1) Members debate the motion (unless no member wishes to do so).
- 2) The Chair *puts the question* (that is, puts it to a vote).
- 3) The Chair announces the results of the vote.

In addition, while the motion is open to debate, the group can take a number of actions in the form of special motions, which will be discussed later.

Immediately after stating the question, the Chair should turn toward the maker of the motion to see if he/she wishes to be the first to speak in debate. Debate then follows, guided by strict rules, which will be discussed later. In larger assemblies, the Chair is not permitted to participate in debate but in FACT meetings the Chair is permitted to do so.

F. PUTTING THE QUESTION

When the debate is completed, the Chair puts the question. *Putting the question* means the Chair repeats exactly the motion that has just been debated and immediately conducts a vote on the issue. Prior to putting the question, the Chair may ensure that debate has come to a close by asking, “Are you ready for the question?”

Where there is any possibility of confusion, the Chair, before calling for the vote, should make sure that the members understand the effect of voting “for” or “against” the motion.

G. VOTING

Votes conducted in FACT shall be by a *show of thumbs*, except for elections, which shall be by *secret ballot*. The Chair calls first for the affirmative vote and each member that wishes to vote in favor of the motion raises a thumbs up to indicate so. The Chair counts the votes and then he/she calls for the negative vote. The member that wishes to vote negatively of the motion with a thumbs down to indicate so. The Chair must always call for the negative vote, no matter how nearly unanimous the affirmative vote may appear. This is important, as very often it is necessary to record the results of the vote accurately in the minutes. (NOTE: This does not apply to consensus voting. See FACT Charter for more details.)

Although it is the duty of every member who has an opinion on the question to express it by his/her vote, no member can be compelled to vote. Therefore, a member may *abstain*, which means not to vote at all, except in the case of consensus voting when all members present, including the Chair, must vote.

A member has no right to “explain” his/her vote during voting, which would be considered further debate. A member does have the right to change his/her vote up until the time when the result is announced; after that it can be changed only with unanimous consent of the group with no debate.

In larger meetings, the Chair rarely participates in debate or votes and is much more concerned with maintaining order and enforcing the rules. **At FACT meetings the Chair is permitted to debate and vote on issues as he/she wishes.** It must be pointed out, however, that the primary duty of the Chair is to enforce the rules and maintain order, and the focus of the Chair should always be on that function first.

H. ANNOUNCING THE RESULTS OF THE VOTE

The Chair announces the result of the vote immediately after putting the question. Announcements of a vote should contain three items:

- 1) Whether the motion is *carried* [or *adopted*] or *rejected* [or *lost*].
- 2) The effect of the vote on another motion, if there is another pending.
- 3) State the business now pending.

Examples of such an announcement would be, “Eight votes for and two against, the motion is carried” or “Three votes for and seven against, the motion is rejected”, immediately followed by, “The next order of business is...”

A tie vote is when an equal number of votes are counted for and against a motion. A tie vote defeats the motion.

A majority vote in the affirmative adopts the motion (unless it requires a larger vote according to the rules, such as a two-thirds vote in some instances).

Consensus voting is used for all products that will be *issued* by FACT, such as final drafts of procedures or policies. Unlike voting by a show of thumbs, the Chair starts with one person and goes around the room until there is no consensus or affirmative votes by all present. If the group reaches consensus, the pending motion is adopted, and the Chair would indicate the next order of business. If consensus is not reached and there is some chance of amending the motion to bring about agreement, then it would be in order for a member to make that motion. There are other special motions that might also apply in this instance and one of those might also be proposed. However, if the group is still very far from consensus, it may be unproductive and inefficient to “chase” the issue much further. It might prove more fruitful to study the matter further outside of the meeting and possibly bring back a better motion at a future meeting. Good judgment should be used regarding this situation. Remember that the first object of a business meeting is to achieve results in a timely manner.

I. UNANIMOUS CONSENT

In cases where there seems to be no opposition in routine business or questions of little importance, time can be saved by the procedure of *unanimous consent*. The method of unanimous consent can be used to adopt a motion without the steps of stating the question and putting the motion to a formal vote. Or it can be used to take action without even the formality of a motion. The approval of minutes is an example of business that is normally handled by unanimous consent.

To obtain unanimous consent in either case, the Chair asks, “Is there any objection to...?” If no member calls out, “I object,” then the Chair says, “Since there is no objection...” and the action is adopted. If any member does object, the Chair must state the question on the motion, allow debate if it is a debatable motion, and put the question the in the regular manner. Or, if no motion were actually made, the Chair would ask if there were a motion.

As an example, assume that a speaker whose time has expired in debate on a motion asks for two additional minutes. If the Chair thinks that all members will approve, he/she may handle the matter as follows:

Chair: If there is no objection, the member’s time will be extended two minutes...[pause]. Since there is no objection, the member’s time is extended two minutes.

Unanimous consent does not necessarily imply that every member is in favor of the proposed action. It may only mean that the opposition is in such minority that it feels it is useless to oppose or discuss the issue. Similarly, when a member objects, they may not necessarily oppose the motion itself but may believe it wise to enter debate and take a formal vote under the circumstances. In other words, the objection is raised not to the motion itself but to the action being taken without a formal vote.

J. SUMMARY OF EIGHT STEPS USED IN MAKING A MOTION

As stated earlier, the above description of handling motions refers to main motions, which is the basic form of motion used to do business. While a main motion is pending, there are a number of other actions that can be taken. Each of the permissible actions that can be taken have evolved into particular motions themselves, each with its own name and rules governing its use. The next chapter contains a brief statement of the purpose of each of these types of motions and how to use them.

Here is a summary of the steps taken to make a main motion.

1. Member’s Responsibilities
 - a. Member addresses the chair (as Chair) and waits for recognition.
 - b. Member receives recognition.
 - c. Member makes motion (saying, “I move that...”)
 - d. Another member seconds the motion.

2. Chairperson’s Responsibilities
 - a. Re-states the motion (clarifying it is necessary). If the wording is changed to make it clearer, the member who made the motion should be asked if this what he/she meant.
 - b. Asks for discussion. (“Is there any discussion?”)
 - c. Conducts a vote. (“All those in favor signify with a thumbs up, all those opposed, signify with a thumbs down”)
 - d. Announces vote and the result.

IV. OTHER MOTIONS AND THEIR PRIORITIES

(POSTPONE INDEFINITELY; AMEND; AMEND AND AMENDMENT; REFER TO COMMITTEE; POSTPONE TO A CERTAIN DAY; LIMIT OR EXTEND LIMITS OF

DEBATE; STOP DEBATE; TABLE; ADJOURN; DEFINITION FOR THESE ITEMS, REFER TO ROBERTS RULES; PRIORITY IN ORDER OF MOTION TYPES AS FOLLOWED)

V. DEBATE

In the debate, each member has the right to speak twice on the same question on the same day but cannot make a second speech on the same question so long as any member who has not spoken on that question desires the floor. A member who has spoken twice on a particular question on the same day has exhausted their right to debate that question for that day.

Without permission of the group, no one can speak longer than ten minutes. (If the group desires procedures of greater freedom or more restriction in debate of a particular issue, they may institute these in the manner prescribed under “Limit or Extend Limits of Debate” in the parliamentary manual.)

The following rules regarding debate must be strictly enforced.

Debate must be confined to the issue of the pending question. Speakers must address their remarks to the Chair, maintain a courteous tone, and should avoid injecting any personal notes into debate. A member should not refer to another by name. Motives of others cannot be questioned. You may attack the idea but not the person who offers the idea.

(OTHER CHAPTERS: YIELD; APPEAL; POINT OF ORDER; REQUEST FOR INFORMATION; DEFINITION FOR THESE ITEMS, REFER TO ROBERTS RULES)

ATTACHMENT C CODE OF TRUST

To ensure success, the FACT Code of Trust was developed and issued in the first FACT Charter and is being reissued here with minor revisions. This code describes the behavior necessary to build respect, cooperation, and trust in the FACT relationship.

1. I will be honest, act openly, and participate in good faith in FACT. I will treat others involved in this relationship with respect, courtesy, and good will.
2. I will treat my participation in FACT as a commitment to my job and I will attend all meetings unless unavoidable circumstances prevent me from doing so.
3. I recognize that disagreements will arise in FACT meetings and I commit myself to resolve these issues in a positive and direct manner.
4. I will support the consensus decisions of the team. I will carry out my responsibilities to the team in a conscientious and professional manner. I will not make statements or comments that may undermine the efforts of the team.
5. I will bring issues to the attention of FACT appropriate for team consideration. I recognize that this is not a forum for personal gain or an opportunity to pursue individual grievances and I commit myself to participate for the benefit of the team and the fire department as a whole.
6. I understand that each participant is unique, and I respect the diversity that is present. Diversity is valued as a beneficial quality. I pledge to conduct myself in a fair and unbiased manner.
7. I accept the principles of participatory management and I will use these principles to improve the quality of work life and productivity in the fire department and improve our service to the community.
8. I support open communication and debate during FACT meetings, even if the opinions expressed conflict with my own views. I am committed to safeguarding this free expression.
9. I recognize that FACT is a priority segment of managing the fire department and actively support FACT activities. There shall be no retaliatory or vindictive actions in any form against any employee for requesting to participate or participating in FACT activities.
10. I agree that when conflict in decision-making occurs and resolution cannot be reached, I will support FACT in relaying this matter to a more appropriate forum, and following that, I recognize that staff may take action.
11. I support the FACT charter.
12. I accept that trust is a cornerstone of the FACT meetings and I will commit to building trust through open and constructive participation. I acknowledge and commit to all the principles in the Code of Trust.

ATTACHMENT D

GUIDELINES FOR DISCUSSION

Be honest.

Test assumptions and inferences. Share all relevant information.

Focus on interests, not positions. Be specific and use examples.

Disagree openly with any member but you may not question the motives of that individual. You may attack problems and ideas presented but not the person presenting them.

Keep discussions focused.

One person speaks at a time; do not interrupt without permission from the speaker and the Chair.

Agreements made during discussion in FACT do not set precedents unless we agree that they do so.

Be willing to critique your own performance as a FACT member.

GUIDELINES FOR REACHING CONSENSUS

Listen and pay attention to others.

Encourage participation.

Share information.

Don't agree too quickly.

Don't bargain or trade support.

Treat differences as strength.

Create a solution that can be supported.

Avoid arguing blindly for your own views or opinions; seek a win-win solution.

Use the department's mission and the purpose of FACT to guide your decision.

Be willing to search for different viewpoints in order to broaden your own views and be willing to change your views easily.

Be willing to participate in a full exchange of beliefs and ideas.

**ATTACHMENT E
FACT INPUT SHEET**

**SAN MATEO CONSOLIDATED FIRE DEPARTMENT
FACT SHEET**

In a continuing effort to provide each member of the San Mateo Consolidated Fire Department the opportunity to participate in the FACT Decision Forum, this “FACT SHEET” has been developed. This is intended to provide a method of communication from issues that arise to ideas and solutions. Please complete the sections that are applicable and submit to any FACT Meeting Representative. A copy will be made available to you.

FROM:

DATE:

Topic:

Why this does/doesn't work for me:

I suggest/support the following solution:

Are you willing to present this issue and participate in the FACT Decision Forum in person?
(Not Required) Please circle **YES** or **NO**

Given to FACT Member:

Received On:

ATTACHMENT F CHECKLIST FOR FACT INPUT SHEETS

Is the issue in written form and signed? (If not, return to sender if possible or, if originator is unknown, ignore it.)

Does the purpose of the suggestion/request/work belong with FACT?

- It is a new policy or procedure.
- It is a revision of policy or procedure and the policy has been implemented long enough to warrant revisiting it.
- It is a change in external policies requiring us to revise or institute policy at our own level.
- It is data that applies to long-range planning.
- Staff or the Union Reps are requesting input on an issue.
- It is an FYI item for FACT members.
- It is not a disciplinary issue.
- It is not a personal performance issue.
- It is not a critique of any employee.
- It is not confidential in nature.
- It is not an issue that should be handled by the Command Staff.
- It is not an issue that should be handled by Union Representatives.

(If the issue does not belong in FACT, determine where it does belong and send back to originator with instructions for proper routing)

Does FACT have the authority to make a decision regarding the issue or to publish a document on such? (If not, determine who is authorized and get the issue addressed by the proper authorities.)

Is the situation clearly stated? (If the issue/situation is not clear, return to originator for clarification.)

Is there ample data to handle the request without more research or work needing to be done first? (If more data is needed return to originator with request for data needed.)

Is a solution proposed? (If no solution is proposed, then the suggestion is incomplete and should be returned to its originator.)

Is it clear what the originator would like to see FACT do with the issue? (If not, get this clarified first.)

Is it clear where the issue/product will go after FACT handles it? (Determine this prior to working on the issue.)

**ATTACHMENT G
GUIDELINES FOR SELF-CRITIQUE**

1) Use the following tables to grade your skills as a FACT member.

1 = very poor 2 = poor 3 = average 4 = good 5 = very good

Basic Knowledge and Understanding of:	1	2	3	4	5
The history of FACT					
The purpose of FACT					
The duties of a FACT member					
The duties of a Chairperson					
The entire process of a consensus vote					
FACT's special rules of order					
Robert's Rules of Order					
The relationship of principals					
FACT's role in the organization					
The Fire Chief's role in the organization					
Command Staff's role in the organization					
The chain of command					
Union representative's role in the organization					
The role and duties of the Steering Group					
The mission of the fire department					
The long-range plan of the fire department					

1 = very poor 2 = poor 3 = average 4 = good 5 = very good

Communication and Discussion Skills:	1	2	3	4	5
Listens and pays attention to others					
Shows respect to other members at all times					
Communication is thoughtful and responsible					
Focuses on interests					
Maintains a professional demeanor in and out of meetings					
Does not question the motives of others					
Attacks problems and ideas but not people					
Can openly agree or disagrees in exchange of ideas					
Does not interrupt others without permission					
Able to facilitate discussion with productive results					
Shares information relevant to the subject					
Focuses on agreements more than disagreements					
Resolves disagreements in a positive and direct manner					
Looks for solutions that can be supported					
Seeks win-win solutions					
Maintains a broad perspective of the organization					
Seeks long-range solutions more than short-term fixes					
Looks to the future when addressing issues					
Willing to participate in a full exchange of ideas and beliefs					
Sees other viewpoints and able to change own views easily					

1 = very poor 2 = poor 3 = average 4 = good 5 = very good

Personal Values:

	1	2	3	4	5
Acts honestly and in good faith					
Treats FACT as a commitment					
Supports consensus decisions outside of meetings					
Does not use position for personal gain					
Works for the benefit of the team and department					
Acts in a fair and unbiased manner					
Values and uses participatory management					
Willing to defer to other authorities when necessary					
Actively builds trust with the team and department					
Willing to critique own performance and strives to improve					

1 = very poor 2 = poor 3 = average 4 = good 5 = very good

Duties and Responsibilities:

	1	2	3	4	5
Contributes to research and development of ideas					
Comes to meetings prepared to discuss issues on agenda					
Presents facts and data relevant to the issue					
Works to align policies and procedures with organization goals					
Encourages coordination with staff and union					
Correct members directly, promptly, and professionally					
Willing to be corrected by another					
Educates others on FACT issues appropriately					
Timely completion of assignments and work					
Uses proper method to bring issues to FACT					
Attends meetings					
Shows up on time					
Completes training assignments					

- 2) Using your grades in the tables above, identify your strengths and weaknesses as a team member.
- 3) Write down the answers to the following questions:
 - a. When was the last time you reviewed the FACT Charter?
 - b. When was the last time you completed refresher training on the FACT Charter?
 - c. When was the last time you reviewed the special rules of order?
 - d. When was the last time you completed refresher training on the special rules of order?
 - e. Have you read *Robert's Rules of Order* in full?
 - f. What parts of *Robert's Rules of Order* are you familiar with?
 - g. What parts of *Robert's Rules of Order* seem confusing?
 - h. Have you completed the training for Chairperson? If not, when do you plan to do so?
- 4) Have other members of FACT corrected you for violations of meeting rules or FACT Charter principles? If so, write down each instance you can recall and then look these over to see if there were any reoccurring violations or patterns.
- 5) Write a plan to improve your skills as a FACT member. Include the exact points you want to improve and how you will do this, and whom you will seek for help in accomplishing improvement in these areas.

ATTACHMENT H
GUIDELINE FOR ANNUAL EVALUATION OF FACT

Identify those issues that were problems for FACT during the last year. Note them down. Are there any common denominators? In each case, what could have been done differently to improve the process or bring about a better result?

Evaluate the coordination between Command Staff, Union Representatives, and FACT.

Evaluate the collaboration of Command Staff, Union Representatives, and FACT.

Evaluate the collaboration of FACT members with each other.

Evaluate communication between FACT members.

How many times was the Steering Group convened? For what reasons were they convened? Is the number of times the Steering Group convenes lessening or increasing recently?

Evaluate attendance of members.

How many meetings were cancelled, rescheduled, or did not occur for lack of quorum?

How many valuable final products did FACT issue?

Identify major accomplishments for the past year.

Evaluate timeliness of completing agendas and work at each meeting.

How many FACT Input Sheets were submitted during the year?

How many had to be returned or routed elsewhere?

How many complete and appropriate FACT Input Sheets did FACT address and handle to completion?

How many people ran for FACT positions in the last election?

What training occurred and who completed it?

Set objectives for coming year.

GLOSSARY

Amend:	To modify a proposal in order to clarify the wording or, within limits, modify the meaning. The modification is, generally, an insertion of words or the striking of words or a combination of these, applied to a pending proposal to make it more acceptable. An amendment is required to be germane-that is, closely related to the subject of the pending proposal.
Article:	A section or an item of a written document.
Attachment:	Something attached as a supplementary part.
Ballot:	A piece of paper used to cast a vote, especially a secret vote or the process of voting.
Chain of Command:	A series of positions or ranks that are linked together in ascending order of authority and responsibility. Each person in the chain gives and receives communication only from the person(s) immediately above or below them in rank and authority. Orders or communications travel through this “chain” without skipping levels of authority.
Chair:	The term “Chair” or “the Chair” or “Chairperson” refers to the person in a meeting who is actually presiding at the time, whether that person is the regular presiding officer or not. The term may also apply to the presiding officer’s station in the meeting room from which he/she presides.
Charter:	A document setting forth the aims and principles of a united group.
Chief Admin. Officer:	The role of the Chief Administrative Officer (CAO) is to serve in an advisory role to the Fire Chief and the Fire Board. The CAO is appointed by the Fire Board and shall be a City Manager from one of the member agencies within San Mateo Consolidated (SMC) Fire.
Code:	A set of rules for conduct.
Collaborate:	To work together for a common purpose or goal.
Command Staff:	Consists of the Fire Chief, Deputy Fire Chief, Division Chief(s), and all Battalion Chiefs.
Committee:	A group of people chosen to do a particular job or to fulfill specified duties.
Consensus:	Collective opinion or general agreement. FACT uses consensus to mean a unanimous vote. (See Article VII, Section D for a full explanation of consensus as it is used by FACT.)
Cooperative:	Willing to help or work or act with another or others for a common purpose.

Deputy:	A person appointed or empowered to act in place of or for another.
Echelon:	Any of the levels of responsibility or authority in an organization.
Facilitate	To make easier, specifically to make it easier for the group to come to a conclusion or product by applying skills or knowledge in a meeting.
FACT Input Sheet:	A form used by members of the department to submit proposals to FACT for consideration.
Goal:	The result towards which one is working, an objective.
Management:	The top executives of an organization; the highest echelon of the organization. Traditionally, it is top management that issues policies and procedures. Top management is ultimately responsible for the success of the organization.
Materiel:	A military term meaning the materials and tools necessary to any work or enterprise; does not include personnel.
Mission:	Is a practical statement of the core business activity. A definition of the business we are in and what we are trying to accomplish.
Objectives:	Aims or goals.
Participatory:	Having or taking part or sharing with others in some activity.
Participatory Management:	Means that management has chosen to share its power and accountability with employees in a structured fashion.
Personal Agenda:	The intention to accomplish something other than what has been stated or agreed upon by the group; also referred to as a “hidden agenda”. A person taking actions in the interest of personal gain would be an example of a personal agenda.
Perspective:	Mental outlook or views; a specific point of view in understanding or judging things or events, especially one that shows them in their true relations to one another; the ability to see things in a true relationship.
Plan:	A scheme or program for making, doing, or arranging something. A method of proceeding.
Policy:	The principle by which conduct of affairs can be guided; the law on which orders are authorized and originated; the broad general outline originated by top management.
Practices:	Established actions or way of doing certain things.
Preside:	To have or exercise control or authority over something, such as a meeting. To be in a position of authority in a meeting; serve as chairperson. (Note that the word <i>president</i> comes from this word.)

Presiding Officer:	The person having authority in a meeting- the chairperson.
Principals:	A person first in rank or authority, specifically a chief, presiding officer, person in charge, leader, etc. All FACT members are principals.
Principles:	The essential elements or qualities of something, especially those that produce a specific effect.
Procedure:	The act, method, or manner of proceeding in some action, especially the sequence of steps to be followed; a particular course of action or way of doing something; the established way of conducting business.
Product:	A completed thing that has exchange value to another within or outside of the organization. Example: FACT produces a completed procedure for use in the fire department. E-23 extinguishes a house fire and makes the home safe for reentry. These are complete products that have value to others.
Programs:	A system of services or projects designed to achieve a goal. Examples within the fire department are the SCBA Program, Hose Purchasing & Maintenance Program, and the Public Education Program.
Project:	An organized undertaking; a special unit of work that, once achieved, contributes to the accomplishment of a broader plan.
Purpose:	Is an intended, desired result- an intention to achieve a goal.
Quorum:	The minimum number of members who must be present to conduct business.
Recrimination:	To answer an accuser by accusing him in return; reply with a countercharge.
Retaliate:	To return like for like- especially an injury or perceived injury. This commonly manifests in two ways in a business setting. The first is “you said or did this, so I’m going to take away that”. The second is environmental; “you said or did this, so I’m going to poison your reputation with others.” Both forms of retaliation are prohibited in the participatory management culture.
Robert’s Rules of Order:	Is a manual of rules for meetings; it is very thorough, and it is based on hundreds of years of experience, precedents, and rulings.
Run-off:	A special contest or election held to break a tie.
Special Committee:	A committee appointed to do a certain thing, such as study something or take action on something. When the final report is submitted, the committee goes out of existence.
Special Order:	A motion postponed until a specified time.

Standing Committee:	A committee elected or appointed for a term.
Steering Group:	A group made up of the principals responsible for ensuring there is a collaborative environment for participatory management; it is made up of the Fire Chief, Deputy Fire Chief, the two union district vice presidents, and two elected members of FACT, preferably the Chairperson and Deputy Chairperson. The Fire Board Chair or their designee is also a member of the Steering Committee and may be included in any meeting of the group if his/her attendance is deemed necessary.
Subcommittee:	A committee formed from the members of a larger committee and charged with carrying out a specific task or duty.
Term:	An assigned period of time for a person to serve in a position.
Trust:	A firm belief or confidence in the honesty, integrity, reliability, or justice of another person or thing.
Union Representatives:	Includes the Local 2400 District Vice Presidents, the Association Treasurer and Secretary, negotiators, Local 2400 business agents, etc.
Vision:	The idea of a more preferred future state, in participatory management this is a shared idea.

