



A New Day for the Civil Service

National Council on
Federal Labor-Management Relations

*Discussion of Metrics and Guiding Principles
February 26, 2010*

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Objective

- Reach consensus on:
 - ✓ Metrics to help agencies and unions measure progress of labor-management forums and evaluate effectiveness and success
 - ✓ Guiding principles to serve as framework for labor-management forums
- Development of metrics is task specifically given to Council under Sec. 2 of EO
- Development of guiding principles is key component of Council's broad responsibility to support creation of effective labor-management forums

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Council's Recommended Guiding Principles for Labor and Management Under Executive Order

- Labor-management forums should contribute positively to the performance of the agency
- Labor-management forums should promote the economic and workplace interests of employees and managers
- Labor-management forums should operate with a clear charter that grants the parties broad authority to develop solutions jointly on issues that fall outside the scope of bargaining
- Employees and their union representatives should have pre-decisional involvement in all workplace matters to the fullest extent practicable, without regard to whether those matters are negotiable subjects of bargaining under 5 U.S.C. 7106
- Management and union officials and participants in labor-management forums should receive training on the requirements of the E.O., the guiding principles, and tools and processes that could assist with problem-solving and conflict resolution
- Labor-management forums should use skilled facilitators at appropriate times
- Labor-management forums should set goals, measure performance, and communicate results
- Managers and union representatives at all levels should be committed to making labor-management forums work, which means being personally engaged
- In the spirit of the larger labor-management engagement process, all parties should take a cooperative approach to collective bargaining
- Labor-management forums should be led by relevant decision makers and supported by appropriate staff
- The parties should devote sufficient resources to the implementation of the E.O.

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Metrics should be focused on mission and workforce

- Starting point for metrics discussion -- “Creation of labor-management forums *to improve the delivery of government services*”
- Policy preamble -- labor-management forums are place to *promote better labor relations, improve the productivity and effectiveness of the Federal Government, and deliver the highest quality services to the American people.*
- Under Sec. 2 of EO, metrics should promote “consistent, appropriate, and administratively efficient measures and evaluation across departments and agencies”



Council's Recommended Metrics for Labor and Management Under Executive Order

GOAL: Improve the agency's ability to accomplish mission and deliver high quality products and services to the public

METRICS

- Higher productivity
- Improved customer satisfaction
- Better service delivery
- Cost savings
- Speed and quality of adoption of new business processes and technology

GOAL: Improve the quality of employee worklife

METRICS

- Higher employee morale
- Greater job satisfaction
- Lower attrition rates
- Employee development and training

GOAL: Improve the labor-management relations climate

METRICS

- Greater union and employee engagement in workplace decisions (establish baseline via survey)
- Expedited collective bargaining process
- Cost savings and/or cost avoidance
- Increase in disputes resolved