

**National Council on Federal Labor-Management Relations
Sixth Public Meeting, 09/20/2010**

On September 20, 2010, the National Council on Federal Labor-Management Relations held its sixth meeting at the Office of Personnel Management (OPM). Mr. John Berry (Director, OPM) and Mr. Jeffrey Zients (Deputy Director for Management and Chief Performance Officer, Office of Management and Budget (OMB)) co-chaired the meeting.

In addition to the Co-Chairs, the following Council members attended:

Member Name	Member Title
Ms. Carol Bonosaro	President, Senior Executives Association
Mr. William Dougan	President, National Federation of Federal Employees
Mr. Michael Filler	Director of Public Services, International Brotherhood of Teamsters
Mr. W. Scott Gould	Deputy Secretary, Department of Veterans Affairs
Mr. David Holway	National President, National Association of Government Employees
Mr. Gregory Junemann	President, International Federation of Professional and Technical Engineers
Ms. Colleen Kelley	National President, National Treasury Employees Union
Ms. Patricia Niehaus	National President, Federal Managers Association
Ms. Carol Waller Pope	Chair, Federal Labor Relations Authority

Mr. Brian DeWyngaert, Chief of Staff, American Federation of Government Employees (AFGE), sat in for Mr. John Gage, National President, AFGE.

Mr. T. Michael Kerr, Assistant Secretary for Administration and Management, Department of Labor (DOL), sat in for Mr. Seth David Harris, Deputy Secretary of Labor.

Mr. Jeffrey Neal, Chief Human Capital Officer, Department of Homeland Security (DHS), sat in for Ms. Jane Holl Lute, Deputy Secretary, DHS.

Ms. Lynn Simpson, Principal Deputy Under Secretary of Defense for Personnel and Readiness, sat in for Mr. William J. Lynn, Deputy Secretary of Defense.

Mr. Dan Tangherlini, Assistant Secretary for Management and Chief Financial Officer, sat in for Mr. Neal Wolin, Deputy Secretary, Department of the Treasury.

Mr. Richard Tarr, Associate General Counsel, Federal Education Association/National Education Association (FEA/NEA), sat in for Mr. H.T. Nguyen, Executive Director, FEA.

More than 50 members of the public also attended the meeting, including 5 representatives from the media.

Agenda Item I: Welcome and Approval of Minutes from July 7 Meeting

At 10:05 a.m., Mr. Berry welcomed the Council members and audience. He suggested a motion to approve the minutes from the previous Council meeting (Council Document 10-06-01). The Council unanimously approved the minutes.

Mr. Berry asked whether Mr. Zients had any opening remarks. Mr. Zients briefly discussed the Accountable Government Initiative (Council Document 10-06-02) and how it might be “good terrain” for the labor-management forums. He referred to his September 14, 2010 memorandum to the Senior Executive Service (SES) regarding the Accountable Government Initiative. The memorandum identifies the following six areas as having high potential for achieving meaningful performance improvement within and across Federal agencies:

1. Driving agency top priorities,
2. Cutting waste
3. Reforming contracting,
4. Closing the IT gap,
5. Promoting accountability and innovation through open government, and
6. Attracting and motivating top talent.

Mr. Zients said the six areas would fit well into the Council’s discussions and strategies with respect to metrics. He added that broader distribution of the memorandum through the National Council and labor-management forums might yield helpful suggestions and advance the initiative, while also helping the Council and forums reach their goals.

When Mr. Zients concluded his remarks, Mr. Berry briefly addressed the status of the Council’s approval of agency plans to implement Executive Order 13522. He said the implementation plan for the Social Security Administration (SSA) was progressing well, thanks to the help of Mr. George Cohen (Director of the Federal Mediation and Conciliation Service (FMCS)) and his organization. Mr. Berry said he was hopeful that the progress with SSA would continue, and that he would hear of further success soon.

Mr. Berry turned to Agenda Item II.

Agenda Item II: (b)(1) Bargaining Pilots

Referring to Council document 10-06-03, “5 USC 7106 (b) (1) Pilot Projects – Agreed to by Management and Unions,” Mr. Berry said the Council had a list that showed six agencies that had reached labor-management agreement regarding (b)(1) bargaining pilots. (The six agencies are the Departments of Agriculture, Defense, Homeland Security, and Veterans Affairs; the National Credit Union Administration; and the Office of Personnel Management.) He said that two agencies, the Departments of Treasury and Labor, were still working towards labor management-agreement on (b)(1) pilots. Mr. Berry expressed optimism that the two agencies would reach labor-management agreement soon.

Mr. Berry said the Council also had a long list of other ideas for (b)(1) bargaining pilots, but that these ideas were all from either management or labor but not both. He said he believed it would be best to begin by focusing on projects where both sides had agreed to a proposal. He asked if anyone on the Council would like to begin further (b)(1) discussion.

Ms. Bonosaro said she didn't want to sound like a broken record, but that she remained concerned that so far only two projects dealing with the full scope of (b)(1) subjects had emerged. She said it was her understanding that the DHS/Federal Emergency Management Agency (b)(1) pilot will use existing contracts. Mr. Neal confirmed that the DHS pilot will use existing contracts, and that DHS had not previously bargained over (b)(1) subjects. He added that he had met recently with Mr. Gage, Ms. Kelley, and Ms. Lute, and that DHS would probably be adding additional pilots over the next month.

Mr. Berry asked, regarding the pilots proposed so far, whether the Council was ready to move forward.

Mr. Gould said he was excited about the VA pilot, which would affect over 100,000 veterans. He said he was happy the pilot was one that covers critical issues.

Mr. Berry asked that Mr. Kerr and Mr. Tangherlini let him and Mr. Zients know if the Council can do anything else to move (b)(1) projects forward.

The Council unanimously approved the (b)(1) projects for the six agencies that had reached labor-management agreement.

Mr. Berry turned to Agenda Item III.

Agenda Item III: Metrics – Working Group Four Report

Mr. Berry announced that incomplete draft guidance on metrics had been provided to the Council members by mistake. He said a complete draft for the Council's consideration would be circulated in the near future.

Mr. Berry said he would turn the floor over to Mr. Zients and Ms. Shelley Metzenbaum, Associate Director for Performance and Personnel Management, OMB. Mr. Zients said he believed the working group was ready to turn the floor over to Ms. Bonosaro.

Ms. Bonosaro began the Working Group Four report. She reminded the Council that under Executive Order 13522, the Council is responsible for developing metrics for the evaluation of itself and labor-management forums. She said the working group's recommended metrics were developed with three goals in mind—

1. Improve accomplishment of mission/delivery of service,
2. Improve the quality of employee worklife, and
3. Improve the labor-management relations climate.

Ms. Bonosaro said the working group included Council members, their staff, and Ms. Metzenbaum and Ms. Emily Kornegay from OMB. She said the full working group had decided to form three subgroups, one for each measurement area (*mission and service delivery*, *employee satisfaction*, and *labor-management relations*.) She said that since the last Council meeting, the full working group had met 6 times and the three subgroups had met 12 times to work towards developing metrics and preparing for today's meeting.

Ms. Bonosaro said the working group hoped the Council could provide any comments and questions by close of business September 27, 2010 so that the working group could prepare accordingly for the October 6, 2010 Council meeting.

Ms. Bonosaro said the Working Group had recognized the tension between the Council's need for information and the reporting burden on agencies, but that the Working Group's goal was to get solid data for the Council.

Ms. Bonosaro stressed that the most important goal was *mission and service delivery*. As an example of challenges lying ahead, she added that the working group and Council would need to address how to measure agility, an aspect of the *mission and service delivery* piece. She said that so far the only option for measuring agility appeared to involve tracking agency actions.

Ms. Bonosaro said the working group had heard a very good presentation by Kaiser Permanente, an organization that chooses measurement areas by selecting issues where there is a clear payoff for customers, employees, and management. She said that the Council's guidance on metrics should facilitate the selection of metrics that clearly relate to the goals of labor-management forums and (b)(1) bargaining pilots.

Ms. Bonosaro said there would be much work to do on metrics beyond issuing guidance, that a group should be set up to analyze metrics data as they are submitted. She said the Council owes it to the American people to account for the results of its efforts. She then turned the floor over to Mr. Filler.

Mr. Filler presented Council Document 10-06-04, slides entitled "Metrics for Labor-Management Forums." He said the working group had been very busy over the summer, considering how to put performance management theory into practice.

Mr. Filler used football as a metaphor to emphasize the importance of the Government using good metrics to establish a baseline and to monitor progress towards objectives. He said he had observed a football game the day before the meeting where both teams seemed to be playing for a tie rather than to win. He said that to win, one has to be aware of where the ball is and how many yards to a first down.

He said the theory behind the working group's recommendations was that "shared understanding and shared commitment improves results," and that the practical application of the theory involved identification of issues and goals, development of metrics, and a timeline. He said the timeline (shown on page 4 of the presentation) was as follows:

- Baseline, December 31, 2010;
- Initial report to Council, March 31, 2011;
- Six month report to Council, September 30, 2011; and
- Annual report to Council, March 31, 2012.

Mr. Filler listed the working group’s recommended focus areas for labor-management forums, which were—

- Mission and Service Delivery,
- Employee Satisfaction and Engagement, and
- Labor-Management Relationship.

Mr. Filler’s presentation included recommendations for general metrics for the *Mission and Service Delivery* focus area. He said the working group recommended selecting at least three metrics from a list of nine (see list on page 6 of the presentation). He explained that the *Other* metric was included to allow for customized measures for special situations, e.g. in a measurement area critical to a specific agency but applicable only to its mission/functions. His next slide provided a few examples of how general metrics might translate into specific metrics in some contexts. He said he realized the slide provided only a few examples, while the possibilities in reality were many more, but that the working group thought a few examples might help provide a roadmap.

Mr. Filler turned to the *Employee Satisfaction and Engagement* focus area. He said the working group recommended use of the Employee Viewpoint Survey for a baseline, since it is an established tool that provides a great deal of data and has been in place for a while. He said the working group also believed retention rates, trends in employee complaints, and the extent of participation in worklife programs could be useful measurement tools.

Mr. Filler presented lists of both quantitative and qualitative measures for use in the *Labor Management Relationship* focus area. He said the working group recommended *at least* one metric from a list of four quantitative metrics and *at least* two metrics from a list of five qualitative metrics. (See pages 9 and 10 of the presentation.)

Mr. Filler said the working group recommended measuring the success of (b)(1) pilot programs with a focus on impact in—

- Mission and Service Delivery
- Employee Satisfaction and Engagement
- Labor-Management Relationship
- Dispute Resolution
 - number and type
 - resolution procedure(s) used
 - number and type resolved/outcomes described
 - number and type unresolved/reasons not resolved

Mr. Filler closed by saying the working group looked forward to testing its theories to see if applying them could improve the Government's ability to perform its missions. On the last slide of the presentation he summarized his general thinking on metrics for labor-management forums as follows:

Measurement is more than numbers. It is about understanding and insight. If properly brought into agencies through labor-management forums, it can have a transformational effect.¹

He asked that comments on Working Group Four's recommendations for metrics be emailed to Emily Kornegay at OMB.

Mr. Berry thanked Mr. Filler for a great job on the presentation, then asked Ms. Metzenbaum if she had anything to add. Ms. Metzenbaum said she wished only to say how lucky the working group had been to have such great subgroups, and that the people involved had shown commitment and had accomplished a great deal.

Mr. Dougan asked Mr. Filler for clarification on the selection of metrics from the recommended lists. Mr. Filler said the basic idea is that a selection would be made for an area in which success is most important.

Mr. Berry said that a forum at OPM had been looking at how OPM employees handle their Governmentwide training responsibilities. He said the results were very good and exemplified how much creativity emerges from respectful dialogue between labor and management. He said that if labor and management had not been working jointly, the results of the project would have been far less robust. He said he believed that the labor-management partnership approach will be a very powerful force if it continues to work so well.

Referring to page 9 of Mr. Filler's presentation, Mr. Holway said it probably would be a good idea to set the selection minimum above one quantitative assessment. Mr. Filler said he was open to that possibility, and that it was good to have ideas up on the board for the Council to consider.

Ms. Bonosaro said she wondered whether the materials presented so far on metrics would be sufficient to elicit good, substantive comments from the Council. She said she was thinking that the Council members would need the full set of documents for this purpose, including complete draft guidance (rather than just the incomplete draft that had been circulated by mistake).

Mr. Zients asked Ms. Metzenbaum to explain the next steps on metrics. Ms. Metzenbaum said the working group would provide a complete draft of the guidance before September 27, 2010. She said there would then be another deadline to share any comments with the full Council before the next Council meeting on October 6, 2010.

¹ Here Mr. Filler was paraphrasing Dr. Dean R. Spitzer and applying his ideas to labor-management forums in the Federal Government. (Dean R. Spitzer, Ph.D., Transforming Performance Management: Rethinking the Way We Measure and Drive Organizational Success, AMACOM, 2007.)

Ms. Bonosaro expressed concern about the tight timeline for metrics. She suggested the Council members start providing comments to the working group as soon as possible based on the materials already provided, and then add more comments as necessary when they have the full set of draft materials. Mr. Berry initially agreed that was a good idea².

Ms. Pope thanked the working group for its hard work. She said she doubted the Council could ever go away, since the continued success of labor-management forums will require practical support for the forums. She said that it was daunting to put metrics into practice, and that the Council might need to incorporate metrics into training for forums. She said she saw a disconnect between the Council and the forums, and that a linkage should be maintained so that the Council is tuned in to what's going on in the workplace.

Mr. Berry said he believed Ms. Pope's idea was a good one. He asked Mr. Filler and Ms. Bonosaro to think about how to create and maintain connective tissue between the Council and forums. Ms. Bonosaro said she believed the working group agreed with the point that there would be a need for continuing support for the Council with respect to the forum reports.

Mr. Filler also agreed that that the Council's guidance and support with respect to metrics should continue for the forums. He said that metrics could help provide and maintain connectivity between the Council and the forums.

Mr. Neal thanked the working group for its efforts. He said that, whenever possible, existing metrics should be used for the *Mission and Service Delivery* focus area, i.e. metrics already used in agencies to measure outcomes. He said the Council should make it clear that people don't have to go out and create metrics, when there are existing ones. He added that he was concerned when he thought of the possible number of reports from the draft metrics. He asked what the Council would do if it gets a thousand documents with varying metrics. He said the Council may not have a big enough metrics group to analyze that much data.

In response to Mr. Neal's concern about the Council's ability to analyze massive amounts of data, Ms. Bonosaro said that clearly rollup would be required at the agency level. She said the potential for voluminous reports and diffuse data would likely be more with DOD and DHS than with other agencies. Mr. Zients said the Council should figure out a way to drive much of the metrics work down to the local level, so that the work is done efficiently, beginning at the local level where the data are consolidated and finalized.

Ms. Bonosaro said she wished there were an easy way to push a button and get all the metrics that already exist up to the Council. Addressing the Council members, she said, "We rely on you to tell us what's out there." Mr. Zients jokingly said that it was lucky a metrics working group was already formed, since it may become a full-time job. To the Council's amusement, Mr. Berry said the discussions were giving the co-chairs a reason to appoint new volunteers.

² But see last paragraph of this section. The Council later decided it would be best for members to hold their comments until they were ready to comment on the complete draft of the metrics guidance. This subsequently changed to Council members providing comments by September 27 on draft guidance provided to the Council via e-mail the previous week.

Mr. Gould suggested that there be more emphasis on people in the metrics. He said that employee satisfaction is very important, as are labor-management relations. He said metrics should inform the Government what it is investing in people, for example in training and development.

Mr. Berry agreed about the importance of training and development. He said that, in consideration of the foregoing discussions, maybe the Council members should hold their comments until the full set of draft documents is ready. Ms. Metzenbaum suggested that the Council go back to its original plan of comments being due by September 27, 2010 (rather than commenting on what is already provided and then commenting later based on revised documents). Mr. Berry agreed with that approach, and asked that the “tracked changes” feature be used so people would know what has changed.

Further Discussion of Agenda Item II: (b)(1) Bargaining Pilots

Mr. Dougan indicated he would like to ask a question about (b)(1) bargaining pilots before the Council moved to the next agenda item. He asked what the process would be for bringing closure to (b)(1) proposals for which labor and management had not reached agreement.

Mr. Berry said the list of (b)(1) projects would be a living document. He said it was critical to have labor-management agreement, but that the list could be expanded in the future if labor and management could reach agreement on additional (b)(1) projects.

Mr. Dougan asked if there would be a working group that will try bringing people to the table to reach agreement on additional (b)(1) projects. Mr. Berry asked the Council what it thought of that idea. Mr. Dougan said if the Council thinks there is value in adding more (b)(1) projects, it might be a good idea for the Council to play a role in helping people reach agreement.

Mr. Zients said the Council would eventually need to bring in the Departments of Treasury and Labor and the Social Security Administration. He said a working group might help for that purpose.

Mr. Gould brought up the possibility of the Council working with agencies where (b)(1) proposals did not have both labor and management agreement. Mr. Berry said that if the (b)(1) working group remained open to focus on proposals not yet endorsed by both labor and management, he would be concerned that the Council would raise expectations with respect to proposals that might never bear fruit. He said he would hate to put the burden on the Council to try to bring parties to the table to formulate mutually acceptable proposals. He said that since the Council had the core materials to do what it had set out to do with respect to (b)(1) bargaining pilots, for now it would be best to move forward with the projects already on the table.

Mr. Neal said that what he thought the Council might find is an increase in (b)(1) bargaining pilots without the Council leaning on anyone. He said he thought that when forums become aware of successes in bargaining pilots, they would be stimulated to generate ideas for new (b)(1) pilots, and that this might turn out to be one of the great indicators of success with labor-management forums.

Mr. Berry asked Mr. Dougan if he was comfortable with the idea of going forward with the pilot projects the Council has now, and when success engenders new ideas they can be added to the list. Mr. Dougan said that sounded fine, that he had mainly wanted clarification on how the Council intended to add to the list of (b)(1) projects and how the list of ideas that did not yet have joint labor-management agreement would be handled.

Mr. Berry said the Council could also send ideas back to the forums for further labor-management discussion. Ms. Kelley said such proposals could be added to the list as long as they were approved by labor and management. Mr. Berry said yes, that such proposals could be reviewed by the Council and added to the list once approved.

Mr. Berry turned to Agenda Item IV.

Agenda Item IV: New Business

Mr. Berry said there had been much discussion about teleworking and the need for increased efficiency and agility in the Government. He said that providing continuity of Government had “been talked, finger-wagged, encouraged, and cheer led,” so that it has become clear that an aggressive program towards these goals is needed. He said that continuity of Government is working properly in only about 25-30 percent of the Federal workforce. He asked whether this topic was one the Council might address. He said that maybe the problem could not be solved in time for the next snowstorm, but that perhaps the Government could have a mobile workday fairly soon. He said maybe the Council could wrestle to the ground what had been an intractable issue.

Ms. Bonosaro said she thought this problem might be a good one for the Council, but that it might be helpful for the Council members first to have some basic guidance that lays out what the issues are. Mr. Berry said the question is how to accomplish the President’s objective of not having to close the Government. How do we maintain continuity of operations in the event of snowstorms, terrorist attacks, or natural disasters?

Mr. Zients said it would be difficult to create a “one size fits all” solution. He said the Government should have the flexibility to perform its missions, and would also need the technical capability.

Mr. Neal said there is some continuity now, that there are core functions that continue in snowstorms. He said many agencies have operations that continue no matter what. He said there are benefits in teleworking other than continuity of operations, e.g. demand for space, which is very high at DHS. He said teleworking capability needs to improve in order to reduce the Government’s demand for costly space³.

Mr. Berry said he realized there was a great deal of distance between reality and desire, and a long way to go before the Government can meet the President’s challenge with respect to

³ Mr. Zients’ September 14, 2010 memorandum to SES members (Council document 10-06-02) also mentions that telework has the potential to help reduce the demand for Government space, under Performance Strategy #2.

flexibility. He said that if the Council could nevertheless make improvements, that would be real progress.

Mr. Junemann said that 40 percent of his members are in private industry. He said private industry looks at teleworking like this: If you don't have to be here, maybe someone in Bangalore can do your job. He said the Council would need to be careful with respect to teleworking. He said that at the same time, he would like to help Mr. Berry make the President happy. He said to Mr. Berry, "Great idea. I'm with you on this, but we have to be careful." Mr. Berry said, "Let's try to tackle this together."

Mr. Holway cited an incident in New England where an employer said nonessential personnel do not need to show up, and everyone showed up. Mr. Berry noted that even if the Government is closed, emergency personnel still show up.

Mr. Berry said that in the 1990s less than 10 percent of the Federal workforce had the capacity to work from home. He said that, as of the last snowstorm in the Washington area, network usage studies indicated that 30-40 percent of the Federal workforce could telework, which prompted the President to ask what is preventing the figure from being 90 percent. He said the question for the Council is how the Government can extend teleworking far beyond just continuing core operations: How can teleworking be extended to 90 percent or more of the Federal workforce?

Mr. Berry said the working group model had been very powerful so far in the Council's efforts. He suggested that maybe Ms. Niehaus could chair a working group on telework. Ms. Niehaus agreed. Mr. Berry asked whether there would be sufficient interest from labor and management to make this idea work.

Mr. DeWynngaert said AFGE believes telework is an important issue. He said a working group approach could work, but that part of the challenge would be to find out what the myths are that create opposition to telework. He said, "We need to find out what the myths are and deal with them in bilateral discussions."

Ms. Kelley said that while she agreed telework is a valuable issue to work on, she would not like to see the Council's work end in isolation. She said she believed some agencies will step up to figure out how to have a mobile workday, but that extending telework further, and ultimately to the full Federal workforce, will be more challenging and take longer.

Mr. Zients expressed concern about the Council taking on the mobile workday issue, as that might lead into addressing telework Governmentwide, and teleworking becoming a signature issue for the Council. He said the Council should keep in mind how different teleworking is across different agencies and Government functions.

Mr. Neal said that if the Government can handle people working outside the office during emergencies, then certainly the Government can handle people teleworking when there is time to plan for it. He said if the Council starts a working group, that group could address vital services so that people can get a better idea of essential services the Government provides to American

citizens. He said the idea would be promoting telework while at the same time showing citizens what the Government is doing.

Mr. Berry said that this would clearly be a “walk before you can run” exercise. The working group may decide that meeting the teleworking challenge needs to be dealt with at the agency level, or perhaps it is an issue to be discussed in the labor-management forums. He said he did not want to bias the working group, but the Council should start to have topics where it can stretch its muscles.

Mr. Dougan discussed the greater challenge of transitioning from having a mobile work day to having a truly flexible workforce in the Government. He said the working group could talk about workforce characteristics, technology, and cultural changes, and then ask the labor-management forums to think about these issues. He said that while no “one size fits all” solution could be created, he did believe commonalities and concepts could emerge. He said he agreed with Mr. DeWyngaert that myths would have to be identified and dispelled.

Mr. Tangherlini said he believed the telework issue might be a good opportunity for labor-management forums to have an important role in Government.

Mr. Gould discussed how the VA wanted to increase teleworking, and had looked at mission outcomes. He said that while there were exceptions where teleworking would be problematic, this might be a “portfolio opportunity,” and that teleworking would work very well for some agencies and functions within them. He said the working group could “look at mission for goals.”

Mr. Berry said the Council would leave the working group open for 10 days for volunteers, and the Council would see if there would be enough interest to get this topic going. He said he would like the working group to start with a discussion of how to have a mobile workday, which would be an effort towards meeting the President’s goal of increased workforce flexibility. He noted that pertinent issues would extend beyond a snowstorm in Washington, DC. He added that the majority of the Federal workforce is employed elsewhere.

He said he had Ms. Niehaus as a volunteer so far. He thanked her for her leadership on this issue, and said the call lines were now open for additional volunteers.

Mr. Neal proposed that hiring reform be a topic for the Council to address. He said that both labor and management had “massive interest” in that issue. Mr. Berry noted the suggestion, and asked whether there were other ideas or thoughts.

Mr. Dougan said the Council needed to do some work on clarifying three or four key phrases in Executive Order 13522. He said that in some cases lack of a common understanding of these phrases was impeding progress in the forums. Mr. Berry asked whether this might be something the Implementation Plans Working Group could do.

Mr. Gould agreed that there might be value in the Council stepping up and helping where people were having trouble understanding terms. Ms. Kelley agreed, and volunteered to assist in the

effort. Mr. Gould said the Council could either take a minute now and get a list of the problematic phrases, or the list could be provided by email. Mr. Berry said the Council would provide whatever assets were needed for the clarification of terms. Mr. Berry said “the magic 10 day rule to respond” would apply.

Ms. Bonosaro expressed concern about having labor-management forums addressing Governmentwide issues. She said the real test of the forums’ merit would be how well they do at their own agencies, so that they could contribute collectively to improvements across Government. Mr. Zients agreed, and said the Council would risk overwhelming the forums if they are given issues to address from a Governmentwide perspective.

Mr. Berry said the Telework Working Group would not be starting from scratch, since a lot of good work in that area had already been done. Mr. DeWyngaert said that AFGE would join the Telework Working Group.

Mr. Filler referred back to Mr. Zients’ suggestion earlier in the meeting that broader distribution of his memorandum to the SES might yield helpful suggestions and advance the Accountable Government Initiative, while also helping the National Council and forums reach their goals. He said that maybe the Telework Working Group could use the memorandum in its work while also helping to distribute it.

Mr. Junemann volunteered himself and his Executive Assistant to work on the Telework Working Group.

Mr. Berry turned to Agenda Item V.

Agenda Item V: Acknowledgment/Receipt of Public Submissions

Mr. Berry opened the floor for public comment.

Ms. Carolyn Davis from the Environmental Protection Agency (EPA) said she had a question about metrics: Are forums expected to focus on all three areas? Mr. Filler confirmed that the Council’s draft guidance on metrics recommended measurement in all three areas. Ms. Davis said that since EPA already had a labor-management survey, EPA “might be on a par for one of these, anyway.”

Mr. Junemann commented that in previous meetings, Mr. Cohen and Ms. Julia Clark (Federal Labor Relations Authority General Counsel) had given presentations on the joint training their organizations had provided for implementing Executive Order 13522. He commented that he had received a lot of positive feedback on the training. The Council applauded, and Ms. Davis from EPA seconded approval of the training.

Mr. Cohen commented that tonight, beginning at 6:00 p.m., there would be “rebuilding going on at DOL with management and AFGE Local 12.” He said that FMCS would assist them at this off-site meeting, and that a b1 pilot would be part of the discussion. He added that his organization would continue to work with groups as needed.

Agenda Item VI: Adjournment

Mr. Berry thanked everyone for their comments, and adjourned the meeting at 11:38 a.m.

CERTIFIED

John Berry
Co-Chair

Jeffrey Zients
Co-Chair