

National Council on Federal Labor-Management Relations
34th Public Meeting
March 18, 2015

The National Council on Federal Labor-Management Relations held its 34th meeting at the American Federation of Government Employees, 80 F Street, N.W., Washington, D.C., on March 18, 2015. Co-chairing the meeting were Office of Personnel Management (OPM) Director Katherine Archuleta, and Ms. Beth Cobert, Deputy Director for Management, Office of Management and Budget (OMB). The following Council members also attended the meeting:

Council Member	Title
Mr. J. David Cox	National President, American Federation of Government Employees (AFGE)
Mr. Gregory Junemann	President, International Federation of Professional and Technical Engineers (IFPTE)
Mr. David Holway	National President, National Association of Government Employees (NAGE)
Ms. Patricia Niehaus	National President, Federal Managers Association (FMA)
Ms. Carol Waller Pope	Chairman, Federal Labor Relations Authority (FLRA)

The following individuals sat in for absent Council Members:

- Ms. Stephanie Barna, Acting Assistant Secretary of Defense (Readiness and Force Management), Department of Defense, for Mr. Robert O. Work, Deputy Secretary of Defense;
- Ms. Catherine Emerson, Chief Human Capital Officer (CHCO), Department of Homeland Security, for Mr. Alejandro Nicholas Mayorkas, Deputy Secretary of Homeland Security;
- Ms. Gina Farrisee, Assistant Secretary Human Resources & Administration, Department of Veterans Affairs, for Mr. Sloan D. Gibson, Deputy Secretary, Department of Veterans Affairs;
- Mr. William D. Fenaughty, National Secretary Treasurer, National Federation of Federal Employees (NFFE), for Mr. William R. Dougan, National President, NFFE.
- Ms. Raven Hall for Mr. Michael Filler, Director of Public Services, International Brotherhood of Teamsters;
- Ms. Robin E. Heard, Deputy Assistant Secretary for Administration, Department of Agriculture, for Ms. Krysta L. Harden, Deputy Secretary of Agriculture;
- Mr. T. Michael Kerr, Assistant Secretary for Administration and Management, Department of Labor, for Mr. Christopher P. Lu, Deputy Secretary of Labor;

- Mr. Steve Lenkart, Director of Agency and Member Liaison, Senior Executives Association (SEA), for Ms. Carol Bonosaro, President, SEA;
- Tony Reardon, National Executive Vice President, National Treasury Employee Union (NTEU), for Ms. Colleen M. Kelley, President, NTEU.
- Mr. Richard Tarr, Associate General Counsel, Federal Education Association (FEA), for Mr. H.T. Nguyen, FEA Executive Director.

The Designated Federal Officer, Mr. Tim Curry, OPM Deputy Associate Director, Partnership and Labor Relations, was present, as were 55 members of the public and one media representative.

Agenda Item I: Welcome

At 10:05 a.m., Mr. Curry began the meeting by welcoming everyone to the first National Council meeting for 2015. He noted that the microphones in this room are located on the ceiling and that he has been told that they are turned on. He continued, “Before we begin today’s Council meeting, I would like to make one administrative announcement. This Council operates as a committee under the Federal Advisory Committee Act or FACA. To facilitate opportunities for those of you who are not members of the Council and any other members of the public to address the Council directly, we have set aside time on the agenda for you to make brief statements to the Council. If you wish to address the Council regarding any topics presented today or any other matter, we request that you wait until the appropriate time on the agenda when we ask if any member of the public wishes to make any brief statements to the Council. Before we move on to today’s agenda, we have some Council business to address. We previously shared the draft minutes of the November 2014 meeting with you via email. We’ve adopted all edits and corrections that were submitted. We recommend the Council approve the minutes for the November 2014 meeting. Do I have a motion to adopt the November 2014 meeting minutes?” It was moved and seconded that the minutes be approved as submitted. The Council unanimously approved the minutes without further revision, and proceeded with the meeting agenda. Mr. Curry turned the meeting over to the co-chairs, Ms. Cobert and Ms. Archuleta, to make a few remarks.

Ms. Archuleta stated that it has been since November when the Council last met. She thanked Mr. Cox for sharing this beautiful space and for including the coffee and donuts. She noted that she and Ms. Cobert don’t see that very often. Mr. Cox said he was happy to have the meeting there. Ms. Archuleta said she is pleased to see that the meeting will begin with a presentation about Public Service Recognition Week. Public Service Recognition Week gives us an opportunity to pause and think about the people who serve their government, in and out of uniform. It provides an opportunity for us to recognize them, and to thank them for all the work that they do. Ms. Archuleta said she is looking forward to hearing from the presenters, Todd and Jason, on Public Service Recognition Week. She also said that OPM recently released a Recruitment, Engagement, Diversity, and Inclusion (REDI) Roadmap. This lays out a roadmap and she hopes that it inspires and motivates. She stated that she was excited about the work done with REDI. If you want to check it out it is at opm.gov/REDI. Ms. Archuleta asked Ms. Cobert if

she had any comments to make before moving to the first agenda item. Ms. Cobert extended her thanks to Mr. Cox and the AFGE team for hosting the meeting. She noted that the meeting has a full agenda today, so let's get started.

Agenda Item II: Public Service Recognition Week

Mr. Curry introduced this agenda item by noting that Public Service Recognition Week has been celebrated the first week of the month of May since 1985. Public Service Recognition Week is organized annually by the Public Employees Roundtable and it is one way to honor the men and women who served our country as federal, state, county, and local government employees. This year, Public Service Recognition Week is May 3rd through May 9th 2015. Today, on behalf of the Public Employees Roundtable, the Council will hear from Mr. Jim Seymour of the Partnership for Public Service and Mr. Jason Briefel of the Senior Executives Association (SEA).

Mr. Briefel said that he was excited to speak to the Council about Public Service Recognition Week. The Public Employees Roundtable was formed in the 1980s, for the purpose of pushing back against anti-government rhetoric. There are 22 to 23 million public servants, nationwide. As mentioned earlier, by Mr. Curry, this number includes all public servants, not only Federal employees. Mr. Briefel said they are here to recognize the efforts of those public servants. This year, the dates for Public Service Recognition Week will be May 3rd through May 9th, and there will be activities in and around D.C. and around the country. Federal Executive Boards (FEBs) will lead activities in their areas. Mr. Briefel then turned the presentation over to Mr. Seymour, who noted that the theme was to share government success stories. Mr. Seymour called the Council's attention to the handout.¹ He noted that Public Service Recognition Week is something that their organization, the Public Employees Roundtable, does each year. Mr. Seymour explained that the good stuff is in the public recognition. He said, "We want public employees to hear this from their leaders and from the Hill. We hope Congress passes resolutions honoring employees." He also stated that they need to be on a good offense, and that many agencies would be hosting their own events. For agencies, awards during Public Service Recognition Week are good, but it doesn't have to cost a lot of money to recognize employees. You can use social media or shake someone's hand. "Government Works" is the theme this year. The handout highlights some of the events they have planned. There is a 5k in Anacostia Park on May 10th. Mr. Seymour said his group hopes you'll encourage employees to participate, which can include volunteering at the event. Earlier that week they'll have an event at a Washington Nationals game with the Miami Marlins. There will be a discount code for public employees to use when purchasing tickets. He noted that he saw Ms. Archuleta smiling when he mentioned the baseball game, and that she threw out the first pitch last year. Ms. Archuleta said she is still practicing. Mr. Seymour then discussed "stars in government" and suggested that profiles that organizations have can be placed on their websites or shared through social media. He recommended using the hashtag #PSRW because that will provide a way to access all of the stories that are shared. If for some reason you have a story and are unable to share it publicly, he recommended contacting SEA or FMA as they may be able to assist.

Mr. Briefel thanked Ms. Archuleta for putting them in touch with her social media folks, and noted that now that they have identified a theme it will be easier to coordinate social media

¹ The one-page handout was titled, "Public Service Recognition Week May 3-9, 2015."

efforts. He then opened it up to questions from the Council. There were no questions. Ms. Archuleta said that she is very excited about the social media aspects of Public Service Recognition Week this year. She thanked the presenters for working with the Council. Ms. Cobert extended her thanks as well. She said that the social media initiative is great and the Federal Executive Boards are a great way to reach the 85% of federal employees outside of the Washington Beltway. Ms. Cobert said that she would challenge all of the Council members to think about how to use this forum, in this room, to amplify on an ongoing basis what Federal employees do every day and the great work that gets done. She also stated that the challenge is to use multiple forums to amplify the work being done in service to our Country. Ms. Cobert said, "That's a challenge for all of us." Ms. Archuleta said, "Great idea, Beth." She asked how can this group highlight Public Service Recognition Week, and how to make this partnership work for all the Council members.

Mr. Cox interjected that there were lots of good comments to be made about public servants, and that he thinks using the short videos and things like that is very useful. He has found that when AFGE has done that, they have received great comments back. He noted that people love Veterans Affairs (VA) nurses. He also explained that right now, someone is processing social security claims; right now, someone is cleaning a VA hospital. Right now, if one of us falls, he said we will call the government by dialing 911. If the building catches fire, we will contact the government for assistance by calling the fire department. Our water is safe to drink because of the government. Providing information about what the government does and the services it provides would be beneficial, because people forget what the government does. It doesn't take long for someone to upload a selfie. Ms. Cobert said that the President spoke to senior leaders in December. One of the items he addressed is the importance of customer service and a new award program to recognize employees who improve customer service. Guidance will be going out about that. The focus will be on individuals or teams who are serving the public on the front line. Agencies will nominate a bunch of people; those nominations will then bubble up. Presidential Customer Service Awards will be announced in the fall. This spring we can start thinking about them. Ms. Archuleta said that the stories Mr. Cox referred to are worth banking, they should not be limited to one week. They are inspirational and motivate people about public service. She pointed out that this is not just about recognizing current public servants, but also about inspiring others to enter public service.

Agenda Item III: Report of the Problem Resolution Subcommittee

Mr. Curry introduced the next agenda topic by stating that today, we will hear three presentations from the Problem Resolution Subcommittee on topics involving space management pre-decisional involvement (PDI); incentivizing PDI; and labor-management forum metrics. He explained that the first group will present, then allow for questions and discussion with the Council, and then move on to the next presentation, and so on. The first presentation concerns space management pre-decisional involvement. Julie Clark, the General Counsel for the Federal Labor Relation Authority, will be introducing the topic and the presenters.

Ms. Clark thanked Mr. Curry. She said it gives her great pleasure to introduce this group and a promising new project. The project involved building new resources to assist pre-decisional involvement in physical space moves. This is a highly important issue. The first slide of a

PowerPoint presentation titled, “Problem Resolution Subcommittee” was displayed as Ms. Clark spoke. She said we’ve had a lot of educational tools that we’ve developed, but this initiative gives us a chance to blend educational tools with practical examples. Space moves are a topic with application throughout the government. The time has come for some tools related to this topic. Ms. Clark explained that in January, her office had a leadership meeting and discussed the possibility of developing new educational tools. The issue that rose to the surface was space moves. She then mentioned it to Mr. Curry at OPM, and he said that the General Services Administration was also interested in working on this topic.

Ms. Clark introduced the group that would be presenting on this topic: Susan Scheider, who works in labor relations for the General Services Administration (GSA); Bart Bush of the GSA Public Building Service; Dan Miller of GSA; Temple Wilson of GSA; and Phil Roberts, Regional Director in the FLRA’s Boston Region.

Moving to Slide 3 of the PowerPoint presentation titled, “Problem Resolution Subcommittee,” Ms. Scheider began the presentation and said that she would apologize in advance in case it sounds like she is selling something to the Council. The group is very excited about this initiative. It’s exciting to be involved, and the excitement was palpable when this group was inundated with volunteers at the first meeting—not that it wouldn’t welcome even more volunteers. This initiative offers an opportunity to move the needle on labor relations and move from adversarial relationships to collaborative ones. This group has a vision of moving the National Council from success stories to model bargaining practices on space management. This group is interested in facilitating and modeling space management and pre-decisional involvement (PDI). The way to do this would be to, over the course of several Council meetings, bring in subject matter experts (SMEs) to discuss the space design process. This will assist with identifying specific points and best practices in PDI for space management. The group would offer a facilitator to assist with the PDI. That facilitator would be Temple Wilson, if the Council approves the proposal. The group wants to engage willing partners to identify best practices, with neutral assistance, and post those on the Council webpage. Ms. Scheider said that they have been working through this at GSA. They have developed resources, and would like to share that knowledge with other agencies. That is a brief description of what they would do with the plan if the Council approves. Ms. Scheider then introduced the other presenters and explained that next, Mr. Bart Bush would discuss some of the driving forces behind this proposal. After that, Mr. Dan Miller of GSA would discuss the “Freeze the Footprint” initiative, and then Mr. Phil Roberts of the FLRA would describe why space management is an appropriate topic for PDI.

Mr. Bart Bush introduced himself as the Assistant Commissioner of Client Solutions at GSA. He displayed Slide 4 in the PowerPoint presentation titled, “Problem Resolution Subcommittee.” Mr. Bush explained there is widespread interest in turning real estate dollars into mission dollars. The GSA wants to work with their customers to identify their best economic reality. Mr. Bush mentioned a Presidential Memorandum issued in June 2010, concerning space issues,² and

² The Presidential “Memorandum on Disposing of Unneeded Federal Real Estate—Increasing Sales Proceeds, Cutting Operating Costs, and Improving Energy Efficiency,” issued June 10, 2010, is available at the following link: <http://www.gpo.gov/fdsys/pkg/DCPD-201000483/pdf/DCPD-201000483.pdf>

explained that this was followed by a March 2013 policy that would “freeze the footprint.”³ He then introduced Mr. Dan Miller to speak more about that. Mr. Miller is the Program Manager for GSA’s Model Workplace Initiative.

Mr. Miller explained that Freeze the Footprint leads their internal model working initiative, and that he would provide information about GSA’s internal model for workplace transformation. Even before the March 2013 Freeze the Footprint policy came out, GSA had a few core goals of leading government-wide workplace transformation, and of improving the performance of people and buildings through design quality. Mr. Miller said that GSA had these values and goals prior to the issuance of the Freeze the Footprint policy, but they didn’t have a global view and they had not engaged their labor unions to implement these goals. After issuance of the Freeze the Footprint policy, they wanted to develop a three-year implementation plan, with plans to report on it annually. Mr. Miller explained that they then worked with labor developing policy and a national implementation strategy. They have seen real success. They want to take their lessons and share them. He said he would not go into the details now, but they developed a plan and have since put it into place. Mr. Miller said that it is GSA’s understanding that the Freeze the Footprint initiative may evolve over time, perhaps at some point focusing on reducing the footprint. GSA has already gone beyond freezing its footprint. They have been able to implement the goals he mentioned earlier, and they have been able to reduce their footprint. Mr. Miller said that GSA wants to partner with labor moving forward.

Mr. Bush transitioned to the next bullet point on Slide 4 in the PowerPoint presentation titled, “Problem Resolution Subcommittee” by explaining that the focus had been on economics and real estate, but that there were other overlooked drivers. For example, environmental stewardship is a very important consideration. Mr. Bush also said there has been a huge increase in mobility. He said that those of you with an iPad and a smart phone are able to do your work from anywhere. The Telework Enhancement Act is being embraced throughout the government, and is another driver. What workers believe they need to be successful is changing for the better, and this is another driver. For example, what do employees think of technology and human resources, and what do they expect the Federal government to deliver. There are huge benefits that result from a healthy work/life balance. Mr. Bush continued by saying that we talk about workplace transformation and pre-decisional involvement as a tool to retain employees. We hope to make the process as streamlined as possible so that everyone can participate and get the benefits.

Mr. Phil Roberts of the Federal Labor Relations Authority (FLRA) spoke to Slide 5 in the PowerPoint presentation titled, “Problem Resolution Subcommittee.” He said that the FLRA has a keen interest in this topic. These issues are related to significant cases and, sometimes, the more frustrating cases. Moving and relocation can affect employees’ ability to do their work for years—the duration of the term of the lease. It affects their ability to get the job done. There is interest in designing space in a way that helps employees to get the job done and to minimize the amount of money spent on rent. Mr. Roberts continued by saying that, for one thing, unlike in

³ OMB’s Management and Procedures Memorandum No. 2013-02, “Implementation of OMB Memorandum M-12-12 Section 3: Freeze the Footprint,” dated March 14, 2013, is available at the following link: <https://www.whitehouse.gov/sites/default/files/omb/financial/memos/implementation-of-freeze-the-footprint-guidance.pdf>

many situations that we encounter with collective bargaining, agencies do not exercise the same level of control over space moves as compared to other topics. Agencies need to meet GSA requirements and other requirements in law, rule, and regulation. Also, space moves tend to take a long time as compared to other issues. For the FLRA, these are big ticket items; they affect employees. Also, for the Federal Service Impasses Panel (FSIP), which is part of the FLRA, this is the single biggest category of cases. For the FLRA, unfair labor practice and negotiability appeals come to us far down the road, when the opportunity for employee input into decisions has already passed. Mr. Roberts then said he would offer an “overly simplistic” example.

He asked the Council to imagine that there are ten employees and two supervisors who are moving into a space with 10 offices with windows, and everyone wants a window. By the time this issue gets to the FLRA, let us say the union wants 10 offices with windows and the supervisors want two for themselves. If there had been pre-decisional involvement between the union, management, and GSA; it is possible they could have designed longer, narrower spaces to create 12 offices with windows. There tends to be great commonality between labor and management on these issues. Topics such as proximity to restaurants, public transit, and parking offer great opportunities for finding commonalities—if the time is taken to seek input and to identify the commonalities. There are lots of opportunities we see, even outside of bargaining, to get input and to give management a chance to learn about employees’ interests.

Ms. Susan Scheider of GSA then displayed Slide 6 in the PowerPoint presentation titled, “Problem Resolution Subcommittee.” Ms. Scheider explained that earlier engagement between management and labor, at the earliest planning stages, provides this opportunity to gain input from labor and employees. She continued by saying that this topic really is ripe for PDI. It lends itself much more readily to Executive Order 13522 than it does to the statutory framework established by the Federal Service Labor-Management Relations Statute. This gives the Council an opportunity to create a new norm consisting of a model of cooperation and involvement of the workforce, and bringing GSA expertise and skills to bear on what the needs are. This will enable us to manage budgets in an environment that is no longer adversarial; especially if an interest-based approach is used. All can work together toward the same goals. Another opportunity that is overlooked in many space moves, from GSA’s perspective, is “change management.” Change is hard for people, especially when it involves where they work, and this would help to manage that. Speaking to the bullet that reads, “Innovative, Holistic Approach to Space Management,” Ms. Scheider explained that the facilities management part of an agency is often the main entity involved in space moves or redesign. This recommended approach would involve the entire agency and get more input into space needs and design. Moving to the next bullet, “Tools for Agencies and Unions to Utilize,” Ms. Scheider said the goal is to create tools for agencies and unions. These would be posted on the Council’s webpage. In addition, agencies and unions could have the experience of engaging with a subject matter expert (SME).

Temple Wilson displayed Slide 7 in the PowerPoint presentation titled, “Problem Resolution Subcommittee.” Ms. Wilson explained that she is no longer working for the Federal Labor Relations Authority; she moved to GSA. It is great to have her FLRA family and she is excited about working on this project. It is a big idea. The question is, how do we bring this home? With the help of Julie Clark, they set up this subcommittee as part of the Problem Resolution Subcommittee. The organizations participating in the group are listed on this slide. Ms. Wilson

then displayed Slide 8. The group has had one meeting so far, on March 6th. The goal is to elevate PDI and do something at the national level, and to have subject matter experts (SMEs) from GSA and the FLRA to assist agencies and unions that are doing this now. She said they have discussed building a flow chart and a number of other things. With Council approval, they would like to continue meeting biweekly. Ms. Wilson said that Council Member Bill Dougan of NFFE had suggested asking other councils, such as the Chief Human Capital Officers (CHCO) Council and the President's Management Council, to identify what the needs are government-wide. Ms. Wilson also stated that GSA had taken a drastic approach to its own space transformation, and they would like to discuss that, perhaps at a future Council meeting that could be held at GSA. Ms. Wilson then asked the Council members if they had any questions.

Ms. Cobert thanked the group for all the work they had done here, and said that this fits the bill for engaging the workforce. There is lots of planning that goes into this; from the budget proposal to GSA's prospectus. This provides a real opportunity for dialogue, and to set parameters but with room to move within. This is a real collaborative opportunity. Ms. Cobert continued by saying that it is fascinating that ten percent of impasses are related to real estate. Ms. Cobert said there is a need to give employees workspaces where employees are excited about coming to work. The workspace needs to show respect for the employees who work there. One issue may be Congressional funding of the building fund. However, Ms. Cobert said that she and Ms. Archuleta can commit to engage the CHCO Council on this. This is an area where a toolkit with lessons on what types of issues benefit from discussions, and suggestions about the timing of those discussions would be valuable.

Ms. Archuleta thanked the presenters for the presentation. She said that, especially at OPM, we are looking at reducing our footprint and putting employee needs into space design. We need to get the employees' input on that. We've copied GSA's model on a couple of our floors already. It is interesting to think about the different needs that employees have, depending on their work. For example, our employees in Retirement Services need more privacy; they need taller cubicle walls than other employees. Ms. Archuleta said that she was just out in Denver where OPM has a beautiful, collaborative space. The space also allows for OPM to bring in outside groups, and yet it has a very small footprint. She was also recently in Kansas City, where OPM also has a beautiful space. There she found the employees have a very short cubicle height; waist-high, or perhaps shoulder-high depending on who's measuring. This facilitates stand-up meetings. The employees there prefer to hold meetings by standing up at their desks instead of gathering in a different location. This space design facilitates that. Ms. Archuleta thanked the GSA presenters for that. She then asked, "Where are the bumps in the road, and how do we avoid them?" As a manager, it is important to know that. Ms. Archuleta said the Council would love to come over to the GSA space. She and Ms. Cobert have been there before, but it would be helpful for rest of the Council to see it. Ms. Archuleta then stated that she was not quite clear on what the presenters need the Council's next steps to be. She asked them, "What can the Council do to support you?"

Ms. Scheider said the group is looking for the Council's approval for them to develop a project plan. She said that they have a few good ideas already. They want to flesh those out and work with OPM's Partnership and Labor Relations between Council meetings. They also would like time at a few future Council meetings to bring in subject matter experts (SMEs) and to share ideas. Ms. Archuleta opened discussion up for the Council.

Mr. Cox said that he is comfortable with it, and that workforce engagement is a number one priority. He said that unless something is in the works that he is unaware of, the government is not going to be able to recruit and retain based on having the highest wages. They need to focus on workspace to attract employees. In AFGE's own building here, it is important for employees to individualize their own space. Where morale is high, people have control and ownership.

Ms. Scheider said that there are also another couple of ways the Council might be involved. Specifically, this is an area ripe for metrics collection. If agencies are uncomfortable with the current methods of metrics collection, this might be an area where they can succeed. Also, the Council may consider reporting to the administration about this effort.

Ms. Cobert said there are things of interest to her in relation to this. First, concerning metrics, there are some existing measures, including the tenant satisfaction survey that GSA conducts. She suggested looking at what we have already before developing new measures. Second, Ms. Cobert said she is open to making changes to improve employee engagement, productivity, and satisfaction. Ms. Cobert then stated that this is a great topic. She asked the group if there is anything they can do, such as identifying the "Top 5" or "Top 10" lists of things that will help with the process. For people as experienced as they are, these lists might include things that seem blindingly obvious; but that is what is needed for others out there without experience. Ms. Archuleta said "thank you" to the presenters and remarked that it was a great presentation.

Mr. Curry said that Mr. Roberts would remain at the front of the room for the next presentation. He explained that Mr. Roberts is leading a work group that is developing guidance on ways that agencies and unions can seek to incentivize the use of pre-decisional involvement. Mr. Curry said that all of us here today recognize the value of PDI so we want to help ensure that agencies and unions take full advantage of what it has to offer when it is appropriate to do so. The workgroup is in the early stages of its work. Today, Mr. Roberts will give an update to the Council and answer any questions that they have. He asked Mr. Roberts what he has to share today.

Mr. Roberts displayed Slide 10 of the PowerPoint presentation titled, "Problem Resolution Subcommittee." He said that this will be a brief status update. Hopefully, in January, everyone received a proposal from this group. He explained that they have a number of tools on the Council's website already. There was interest within the workgroup that developed those tools, to see where they could encourage people to use the tools and to encourage the use of pre-decisional involvement (PDI). Mr. Roberts said the group received very useful input on the proposal from a couple of organizations and they will be mindful of those comments as they continue their work. Some of the comments asked the group to gather information and use it to inform their work. Mr. Roberts said that the group does not want to wait until all the data is gathered and analyzed, but they recognize there are areas where more homework needs to be done. They are proposing a two-track process, with a design track and an analysis track.

He then displayed Slide 11, and explained that the design group met last week to discuss their proposal and to prioritize ideas. They need to further discuss and develop these and other ideas. The design group hopes to develop more tools to put on the website. Mr. Roberts then displayed

Slide 12 and explained that the second track, the analysis track, will look at metrics reports and the labor-management forum reporting tool results. In addition, the labor-management forum reporting tool group conducted interviews, in person and over the telephone, to ask about PDI. This group plans to review information from those interviews. Overall, this group hopes to have some ideas for new tools. They also hope to establish regular meetings, perhaps in the off weeks when the Space Management PDI group isn't meeting. That is the status right now.

Ms. Archuleta said she really appreciates the discussion on PDI. They recently held a senior leadership workshop at OPM, and they opened it with discussion on how to do PDI within their organization. She was happy with the presentation that Mr. Tim Curry and Mr. Michael Rawlings did. This came out of the last National Council meeting where Mr. Bill Dougan spoke so eloquently about PDI. Ms. Archuleta said that it's important not only for our senior leaders to be aware of PDI and its benefits, but also for them to share with managers throughout the organization, to encourage PDI. It's not always about where there is a problem, but also where there is an opportunity. At OPM, we have asked employees about what we should be recognizing. Employees said they wanted to recognize employees who are doing hard work behind the scenes. This is why OPM now has a mechanism to recognize unsung heroes. Also, employees expressed an interest in recognizing new employees, who may not normally get much recognition. Mr. Roberts thanked Ms. Archuleta for her comments.

Mr. Cox said he has an idea for PDI. He said he looks around the table here and sees other unions with employees throughout the government. AFGE has employees all over. But when he reads the collective bargaining agreements, he finds there is always a grievance procedure and there are standard terms; where 95 percent of the contract looks the same from one group to another. Certain elements of contracts could be standardized, including PDI. We have people staying at the [bargaining] table for five to seven years. That is a long time. But at the end what they end up with often looks like standard language. He said that it seems like we could use that time more productively. Tens of thousands of hours are spent reinventing the wheel.

Ms. Archuleta said this would be a great opportunity to sit down and think about this issue. It can be frustrating for managers, also, to spend years discussing what amounts to a few words or sometimes a few large paragraphs in an agreement. Where are the commonalities to help labor and management get to the finer details of an agreement? She said she will be delighted to sit down and talk about how we can help. Ms. Archuleta said maybe we can just come together—or even just the unions could come together—and identify if there is a type of pre-PDI that needs to occur. Mr. Bill Fenaughty of NFFE said it is very frustrating that one collective bargaining agreement takes five months to negotiate, while another takes seven years. That needs to get fixed. Ms. Archuleta asked if there is an opportunity to get a task force together. Mr. Cox said there is an opportunity here, and that AFGE would definitely be involved.

Mr. Curry explained that for the final presentation today, we will hear from the metrics working group. He said that, as you may recall, the annual labor-management forum metrics reports were due to the Council by December 31, 2014. This group began meeting to review the reports received so far. Ms. Temple Wilson of GSA is leading this group. Ms. Wilson is here to give the Council an update on their work. He welcomed Ms. Wilson and asked what she can share with the Council.

Ms. Wilson displayed Slide 14 in the PowerPoint presentation titled, “Problem Resolution Subcommittee.” She said it is that time of year again. The working group reconvened and they now have a regular meeting schedule. She noted that Slide 14 shows the working group’s member organizations. Ms. Wilson then transitioned to Slide 15. She explained that one additional metrics report was received earlier this week, and the group now has 38 reports, with 14 outstanding. She said we need to make sure folks are aware of the tools that are out there to assist them with metrics. To assist with this, reminder emails were sent out beginning last fall. These emails provided reminders of the deadline and the available resources. OPM has been helpful and is currently conducting follow-up phone calls. They hope to have a full complement of 52 reports soon. The reports have been rolling in, so those phone calls must be working.

Ms. Wilson then displayed Slide 16 in the PowerPoint presentation. She said that the group has been divided into teams consisting of management and labor representatives, as well as neutrals, where resources are available. The workgroup will come together and discuss best practices and areas where we see a need for improvement and guidance. They plan to identify any recommendations for the Council. Then, Ms. Wilson explained something that is new this year. She said the group will try to take a deeper dive. Now that they have access to several years’ worth of reports, in most cases, they will make an effort to identify trends over time. Also, they are looking for indicators that recent tools developed by the Council will have changed how forums are doing things; maybe those tools have helped. Moving to Slide 17, Ms. Wilson said that the review process is just getting started and they are in the early stages. She noted that the group has identified some potential positive elements and highlights in the reports. These include that agencies are reporting out on multiple forums within the agency, and that some agencies are including more narratives in their reports. Narrative is helpful to the reviewers, and it may identify where help is needed. Some reports also describe PDI efforts; it appears that some groups have made an effort to re-define what PDI means for them, and to develop a PDI process. Ms. Wilson then asked if there were any questions.

Ms. Cobert said she is glad that there are 37 reports in and that they’re still coming in. She said that perhaps she and Ms. Archuleta could get a sense of where things are for specific agencies and then maybe they can reinforce through the CHCO Council and PMC that these are due. That will cover most agencies, but perhaps they can discuss the best approach to reach smaller agencies. There is often a pre-meeting scheduled about a week before those councils meet, and it is amazing the number of things that get reported between the pre-meeting and the scheduled meeting. Ms. Archuleta said these metrics are very important for us on the management side. When you have to report on something, it means you have to do something. She offered OPM’s assistance with the human-centered design process, for all agency forums. They use this at OPM. She said that OPM has a project that came from their union and employees. It is an aspiring leaders program. They spent two full days using the human-centered design process. They are now holding themselves accountable with metrics.

Mr. David Holway asked if the Council can have a list of agencies that did not report by December 31st. He said that for the agencies that haven’t complied with this reporting requirement that they are not taking the process seriously, and that is unconscionable. Ms.

Archuleta said she thinks the reports are rolling in. Mr. Holway noted that it has been two and half months.

Ms. Archuleta asked Ms. Wilson if there is anything that the Council can do to support her. Temple said that ongoing reaching out is underway, as mentioned earlier, and that any additional volunteers would be appreciated. Ms. Archuleta said that when they have the full metrics, any recommendations that the group has for the Council will be helpful. Metrics are important. Ms. Archuleta asked if there were any comments from other Council members. There were no comments. She remarked that it is a very quiet group today.

Mr. Curry thanked Ms. Wilson. He noted that he had an update concerning the public comments American Federation of State, County, and Municipal Employees (AFSCME) Council 26 made at the last meeting, related to the Department of Justice, Office of Justice Programs. Since the last Council meeting, the parties have agreed to bring in neutrals, such as from the Federal Mediation and Conciliation Service. However, they are first working through a few issues. Ms. Cobert asked Mr. Curry to provide an update on how things are going with this group, when the Council next gets together.

Agenda Item IV: New Business

Mr. Curry said “thank you” to Council Member J. David Cox for making this room available for today’s Council meeting. He extended special thanks to the entire AFGE team here for working with his team on all of the logistics, particularly Candace Archer. He appreciates all the efforts. The next Council meeting is scheduled for Wednesday, May 20, 2015, from 10 a.m. to noon. Mr. Curry said that the Council is currently scheduled to return to the usual meeting space at OPM; the room is supposed to be available. In view of the discussion about GSA, he said that we’ll explore that and let you know of any change in location. Mr. Curry asked if anybody on the Council wished to raise any new business. No additional new business was raised.

Agenda Item V: Acknowledgment/Receipt of Public Submissions

Mr. Curry stated that, as a FACA Committee, the Council offers opportunities for members of the public to make brief statements to the Council. He asked, “Does any member of the public wish to make any brief statement to the Council?” There were no public comments.

Adjournment

Ms. Archuleta said that she always enjoys meeting outside of OPM, either in labor union spaces or in places where federal employees work outside of OPM. She thanked all of the presenters today and said that they had discussed very important issues. Ms. Cobert said that she echoes Ms. Archuleta’s comments about meeting elsewhere. She meets at Ms. Archuleta’s office almost as much as in her own office. Her New Year’s Resolution was to get out of the Executive Office Building (EOB). She recently had the opportunity to travel to Denver as part of the Regional Customer Service initiative. It is important to remember why we have these meetings. There is work to do on metrics and PDI. The space management issue is a very tangible one. It is a great way to weigh in on an issue that is tangible and easy to understand. Ms. Cobert said she looks

forward to seeing everyone in May, and said thank you to all for all the work that went into this meeting. The meeting adjourned at 11:34 a.m.