

# Problem Resolution Subcommittee

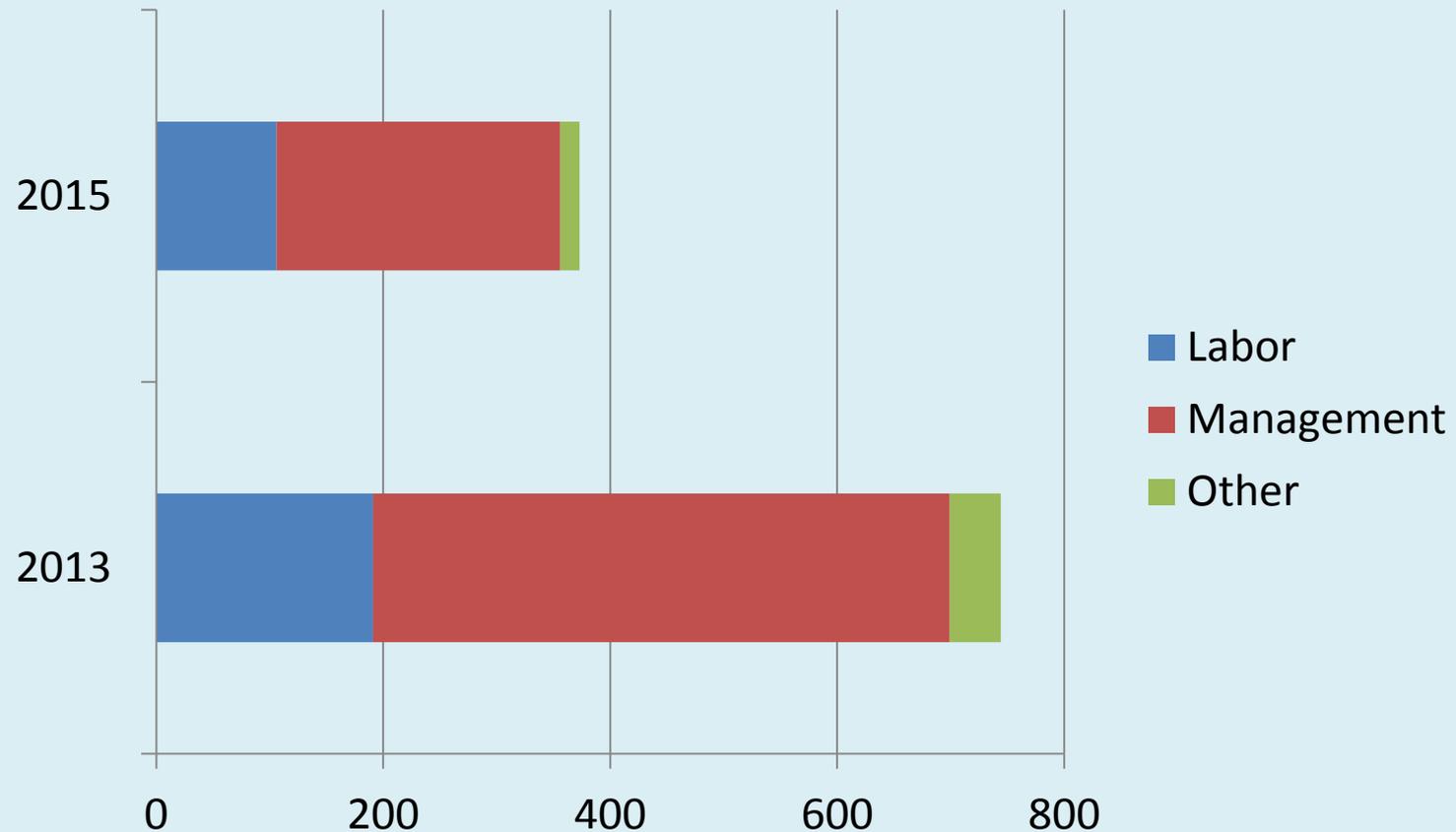
Presentation to the  
National Council on Federal Labor-Management Relations  
July 20, 2016

# Updates

- **Education Working Group**
  - Talking Points
- **Impact Working Group**
  - LMF Reporting Tool
  - 2015 Metrics Reports

# LMF Reporting Tool

## Responses to LMF Reporting Tool\*



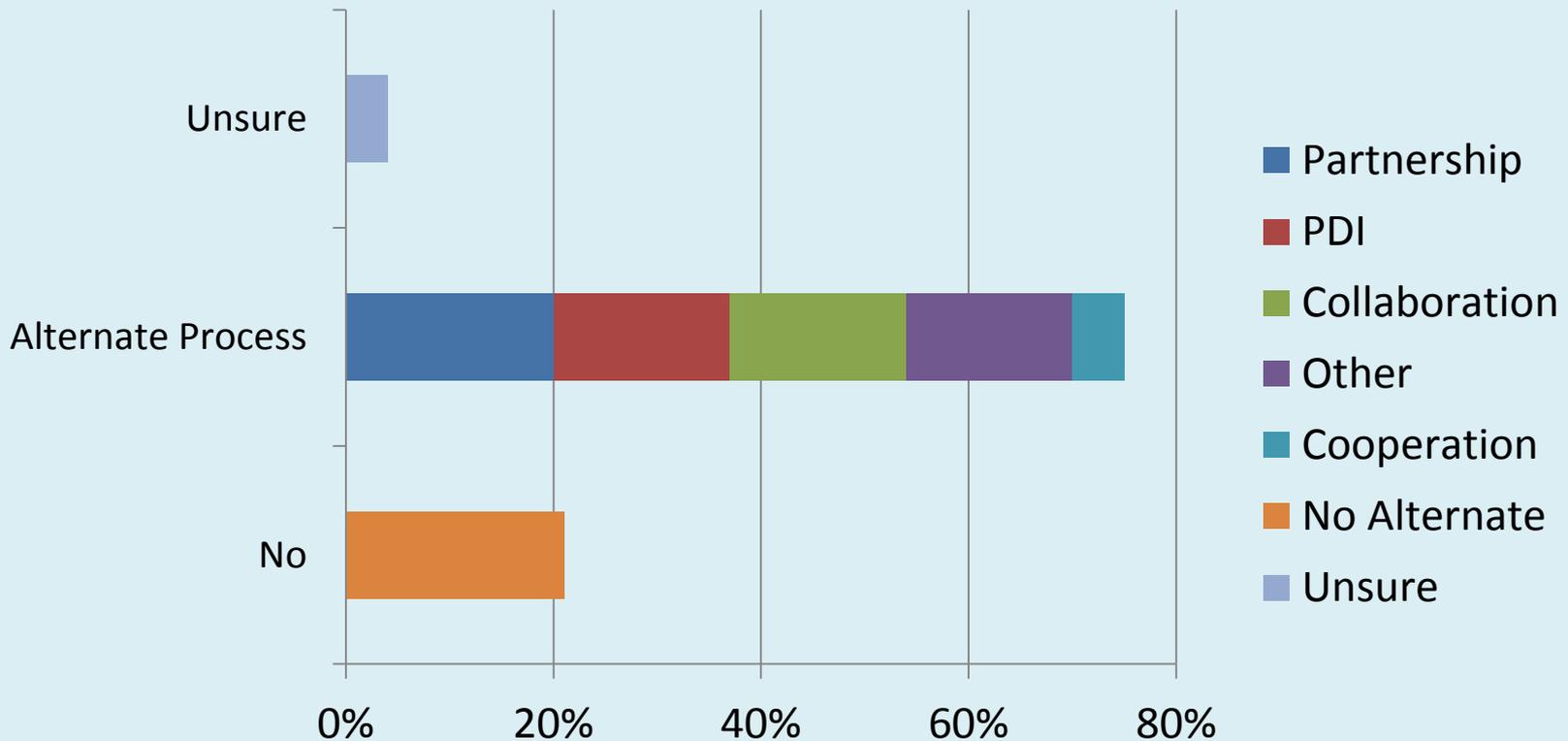
\*Responses that did not include a response to the question asking “Do you represent labor, management, or other?” are not shown here.

# Data Limitations

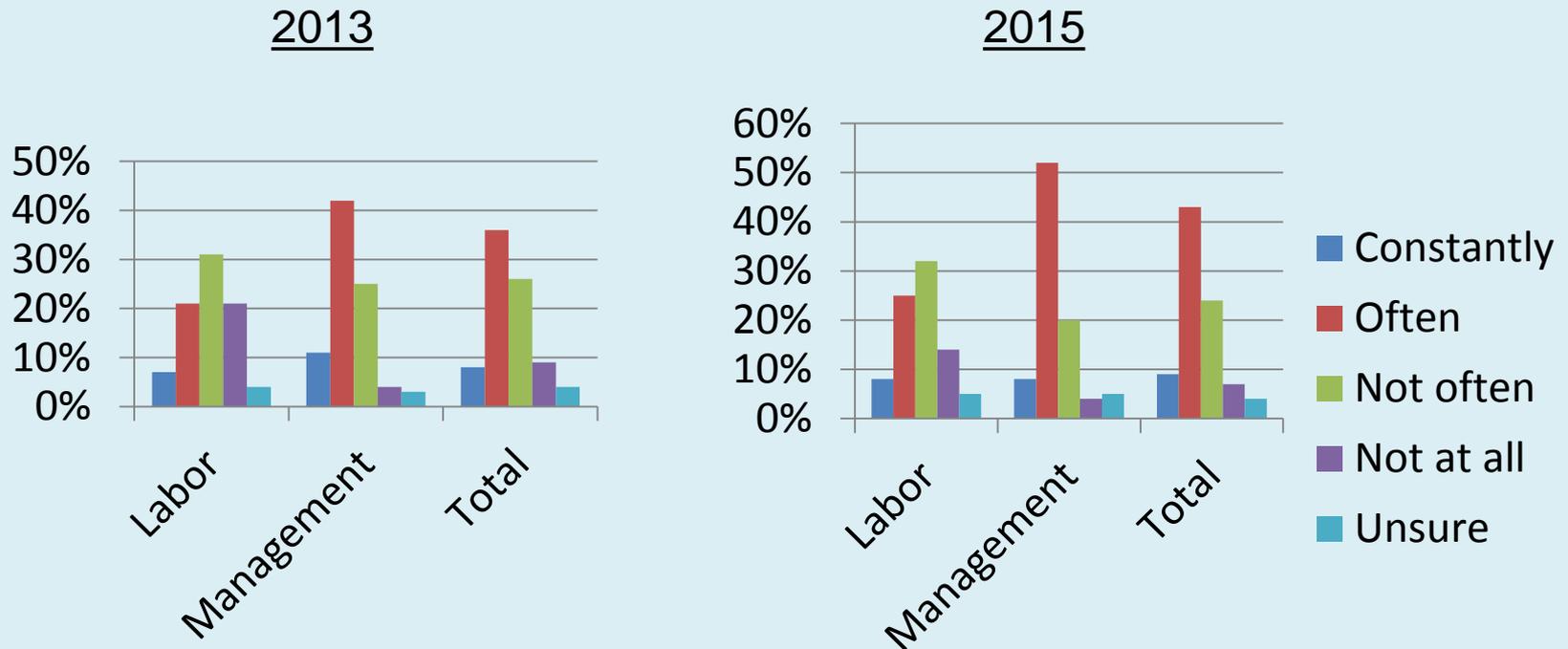
- Some limitations are same as in 2013:
  - Response rate is difficult to calculate
  - All responses given the same weight, regardless of how many bargaining units or employees are covered by each report
- Improvement from the 2013 version:
  - Slightly easier to match up reports submitted by labor and management, for the same forum
  - Respondents asked to identify forums at, above, or below the level of recognition

# 2015 Results

- ✓ 74% reported their labor-management relationship has a “forum”
- ✓ Many reported using an alternate process:



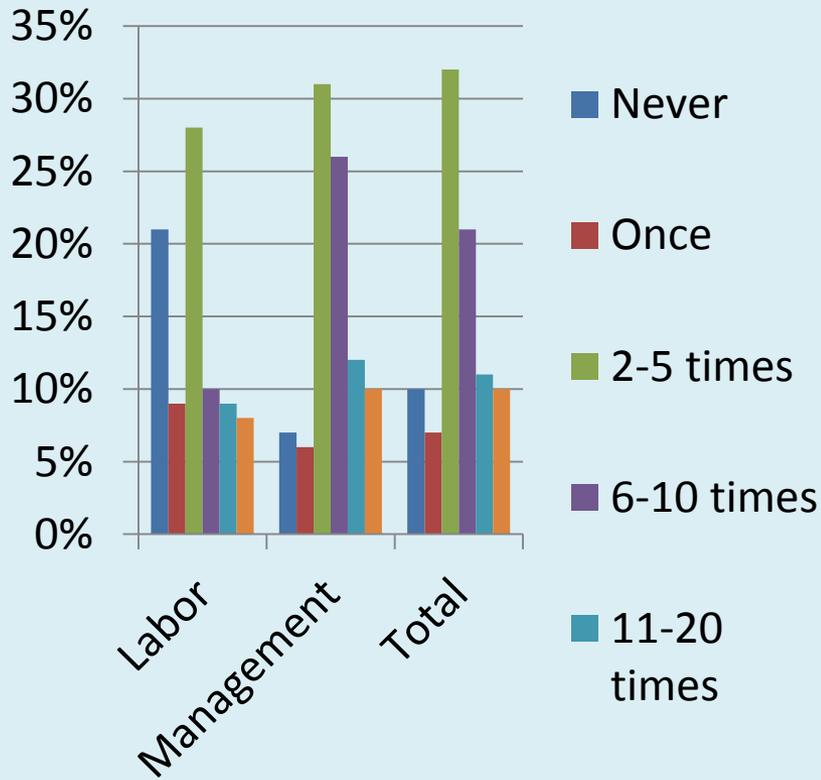
# How often does your forum engage in PDI?



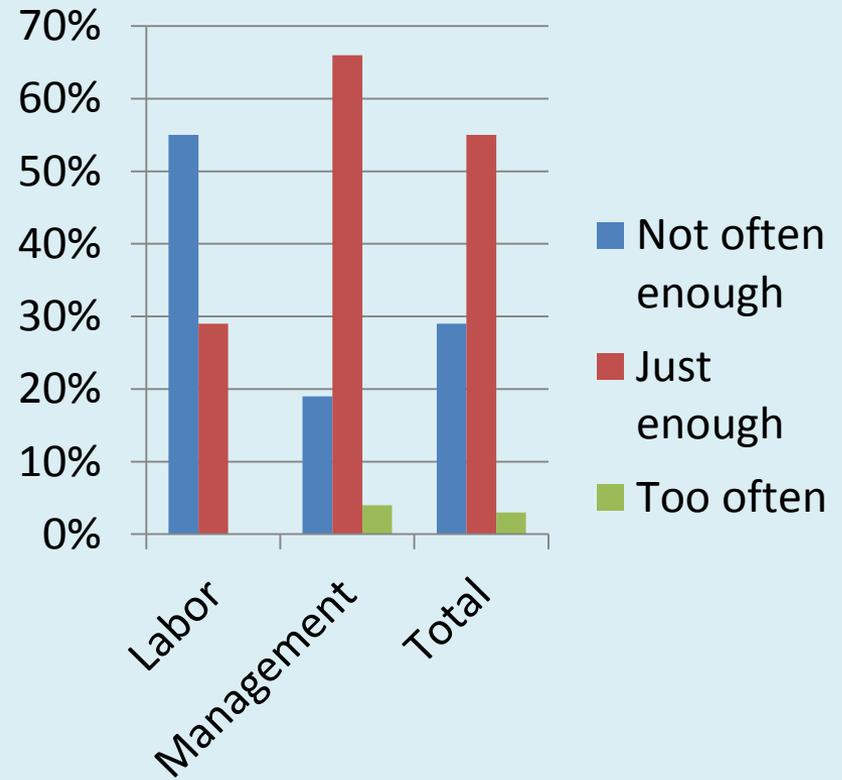
Note about this and other charts: Percentages are by each category of respondent, and are rounded to nearest percent. “No Response” and “Other” categories of respondent are not shown separately, though they are included in the total. Percentage of “No Response” responses are not shown.

# Differing Perceptions about PDI

**During the past year I have been involved in PDI:**



**I feel I engaged in PDI:**



# Top 10 PDI Topics

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(1) Employee-Supervisor Communication

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(2) Processes

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(3) PDI Processes

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(4) Joint Problem Solving

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(5) Workforce Surveys

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(6) Employee Recognition

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(7) Assessment of the Labor-Management Relationship

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(8) The Work Itself (making it faster, better, more cost-effective)

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(9) Joint Training for Labor and Management

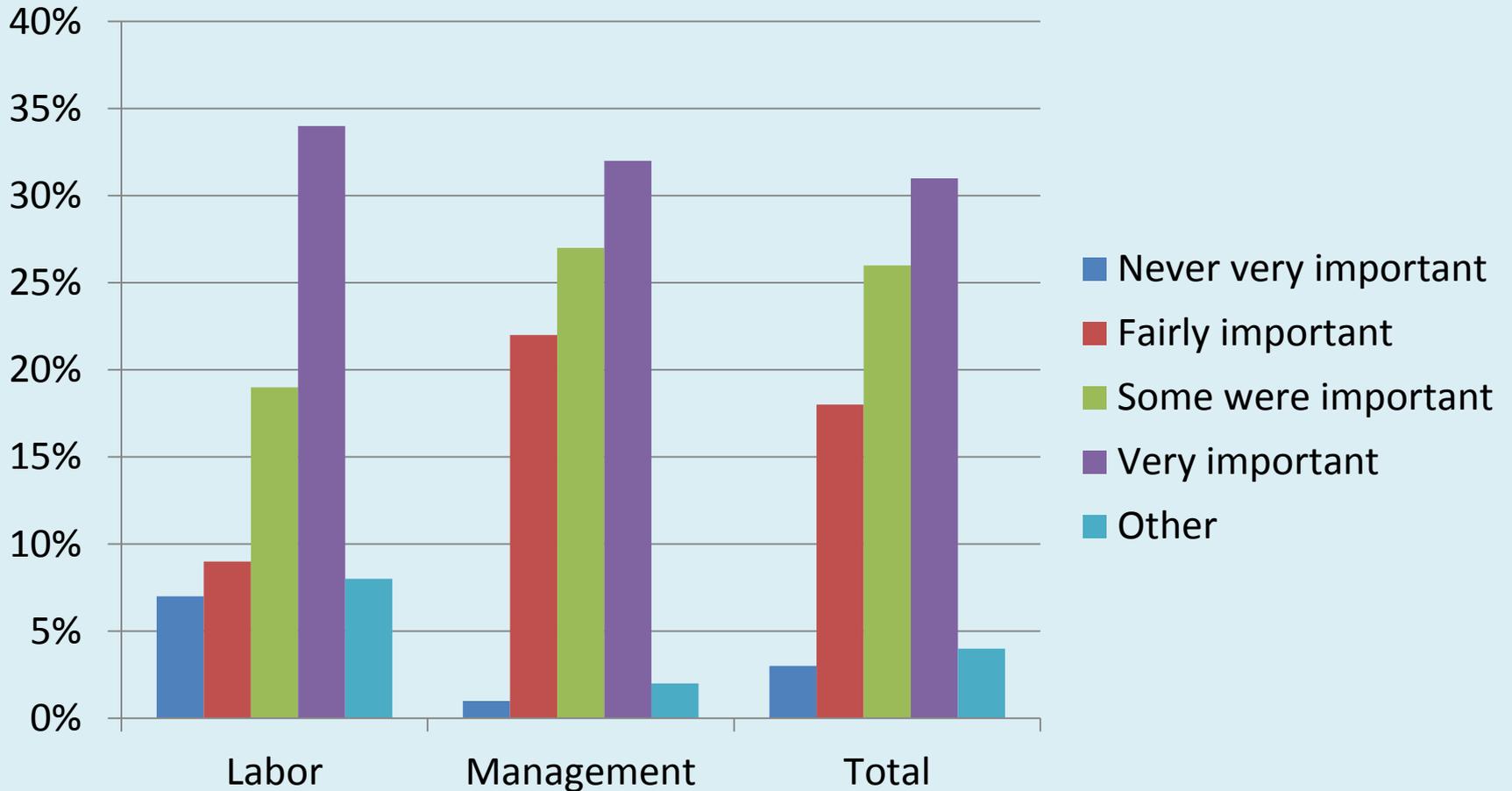
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(10) Alternative Work Schedules

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# PDI Value

“I feel the type of issues I have addressed in PDI are”



# PDI Timing

“On average when was the union involved in the decision-making process?”

Early, at about the same time as other agency reps

- Labor: 6%
- Management: 14%
- Total: 12%

Early, but after agency reps had some discussions

- Labor: 16%
- Management: 30%
- Total: 26%

After agency reps had discussion and developed some possible solutions, but before any decisions were reached

- Labor: 16%
- Management: 27%
- Total: 24%

After a tentative decision was reached but before a final decision was made

- Labor: 16%
- Management: 10%
- Total: 12%

After a final decision was made

- Labor: 21%
- Management: 1%
- Total: 7%

# PDI Timing – Perceptions

“The union was brought into the decision making process”

Early enough that they had meaningful and appropriate input into the decision-making process

- Labor: 19%
- Management: 52%
- Total: 42%

Early enough that they had some input into the decision-making process, but some decisions were already off the table

- Labor: 22%
- Management: 30%
- Total: 28%

So late in the decision-making process that most of the important decisions had already been made

- Labor: 32%
- Management: 1%
- Total: 10%

# 2015 Metrics Reports Analysis

## Overview

- Received responses from all 52 agencies
- 5 agencies indicated their forum was inactive; 4 agencies indicated they had a forum but no metrics; and it was unclear whether there were forums at 2 agencies (11 total marked “no report”)
- 41 remaining metrics reports were split up between the team members for analysis
- Team is still evaluating the themes, highlights, lowlights, and other common issues that may lead to future recommendations

# 2015 Metrics Reports Analysis

## Common Themes and Barriers: Initial Thoughts

1. Activity Reports/Metrics Reports: Some reports highlight forum activities and projects but no associated metrics
2. Seeing many forums prioritize issues/metrics from past years versus the identification of new issues/metrics
3. Need for further information on forums' experiences about *how* they went about their work to identify issues, (best practices or potential problem areas) to explain results
4. Differing levels of union involvement in metrics report (no requirement to report)
5. Wide variation in approaches to measure success (includes similar issues being measured differently across forums, such as space moves)

# 2015 Metrics Reports Analysis

## Initial Observations and Highlights

- Mission accomplishment:
  - USDA-RD Colorado and AFGE Local 3499 worked collaboratively to centralize the Single Family Housing Direct program in Colorado and increase staff training sessions. As a result, total customer complaints decreased, positive customer feedback increased, and loan processing increased 20%
  - USDA-FSA and AFSCME Local 3354 worked collaboratively to increase the percentage of loans made to Socially Disadvantaged Applicants to 14.2% (goal was 11%)
  - GSA's LMR Council (NFFE and AFGE) worked to expand telework practices which enabled GSA to lead the way for all of the Federal government in respect to efficient use of office space. The lease consolidation in Washington, DC, alone is projected to save \$28M annually

# 2015 Metrics Reports Analysis

## Initial Observations and Highlights (cont.)

- Employee satisfaction and engagement:
  - Frequent use of FEVS, but varying levels of connection to forum activities
  - Treasury-TTB and NTEU saw an 8% jump (69% from 61%) in their FEVS positive response rate to a question about communication after establishing regular meetings between management and employees to update the workforce about pending changes
  - SEC and NTEU Chapter 293 negotiated a student loan repayment program which has lowered separation rates for employees under a student loan service agreement (In 2015, 0.48% separation rate for employees under a student loan service agreement compared to 5.5.% separation rate for employees not under an agreement)

# 2015 Metrics Reports Analysis

## Initial Observations and Highlights (cont.)

- Employee satisfaction and engagement (cont):
  - NLRB and NLRBPA improved employee satisfaction with the telework program, as measured by the FEVS, from 29.8% in 2011 to 80% in 2015
- Labor-management relationship:
  - Several reports include examples of collaborative efforts, such as training, that sought to improve the relationship
  - Range of PDI experiences and measurement issues

# 2015 Metrics Reports Analysis

## Next Steps

- Continue analysis of 2015 metrics reports
- Refer 11 agencies with no forum or no metrics to the Problem Resolution Subcommittee
- Explore common issues experienced by forums in developing metrics and specific examples of successful metrics reports
- Prepare a more in-depth report to the Council with recommendations for improvement

# 2015 Metrics Reports and LMF Reporting Tool Analysis

Questions and Discussion