

Pre-decisional Involvement Interviews  
Common Themes and Challenges  
*Metrics Working Group*

➤ Common Successes and Examples:

- E.O. 13522 has had a positive impact on many agency’s labor-management relationships
  - One agency described their prior labor-management relationship as “contentious” before a new agency head came in and promoted E.O. 13522
  - EVS scores at one agency have “skyrocketed” according to one agency representative and the positive change was attributed to the new partnership
  - A management representative from one agency stated that he has “never seen a more drastic turn around in a labor-management relationship”
  - Another agency stated that labor and management work more openly together now
  - One agency reported that members of the LMF went through collaborative problem solving at the beginning of the process
- Some agencies were using PDI before E.O. 13522
  - One agency reported that they used PDI before the E.O. but now they have a more solid purpose
  - A labor representative from one agency stated that their labor-management forum was using PDI “before it had a name”
  - Another agency reported that they have had a partnership since 1997 and have always conducted training once a year on interest-based bargaining
- PDI issues are often raised at LMF meetings
  - Representatives from one agency explained that most issues were introduced by employees through a shared website where they could anonymously suggest issues for discussion at LMF meetings
  - After an issue is discussed at the LMF, one agency explained that they form a subcommittee to work on that issue
  - One agency stated that management gives the union monthly notification of PDI opportunities and the union then decides what they have an interest in
- Many agencies explained that PDI saves time and money
  - One agency stated that when true PDI is used, everything is addressed and no formal bargaining is needed
  - There has been a significant reduction in both grievances and ULPs at one agency
  - Another agency representative explained that without PDI, the bargaining process is “easily stalled”
  - One agency expedited major reorganizations because of PDI and that resulted in a \$2 million cost savings to the agency
  - Agency representatives from multiple agencies stated that impact and implementation bargaining after PDI has gone smoother.

➤ Common Challenges and Examples:

- Many agencies experienced difficulties in developing metrics related to PDI
  - Multiple agencies stated that further guidance from the Council on PDI metrics would be very helpful
  - A labor representative from one agency explained that the LMF struggled with determining what they could measure relating to the performance of the agency
  - One agency reported that they don't have anything to measure against because their labor relationship has been so institutionalized
- Some agencies explained that PDI is successful at the LMF meetings but not at the lower levels because managers and supervisors do not understand the concept
  - One agency head issued an agency-wide memorandum that reinforced the purpose of PDI in order to keep frontline managers aware of the policy
  - Another agency requested further E.O. 13522 guidance and general Chapter 71 guidance for frontline managers
  - A labor representative from one agency stated that PDI at the national level has been a “learning process”
- Both union and management personnel changes makes consistent use of PDI difficult
  - One agency finds it difficult to educate the military personnel because they frequently change and aren't familiar with labor relations
  - A labor representative from one agency explained that there is a lot of turnover in the LR staff, which makes the labor relationship difficult
  - Another agency explained that trust was one of their biggest challenges to overcome
- Parties have differing ideas about the scope and time of PDI discussions
  - One agency LMF developed agency-wide guidance on PDI that explains what decisions should be discussed pre-decisionally and when
  - A labor representative from one agency stated that PDI is only conducted at higher levels
  - One agency described PDI efforts as “piecemealed at best”
- Many agencies found it difficult to determine what topics were appropriate for PDI discussions
  - One agency's representatives wanted further guidance on PDI discussions relating to the agency budget in light of the sensitive and confidential nature of budget issues
  - Another agency commented that their managers make literally thousands of decisions a day and they would like to know what topics the union expects PDI engagement