

Metrics Working Group

National Council on Federal Labor-Management Relations

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Pre-Decisional Involvement (PDI) Interviews

- The metrics working group interviewed representatives from 11 labor-management forums at various agencies and found:
 - Some forums are utilizing PDI successfully and some forums still need assistance
 - Common themes existed among the forums relating to PDI
 - Most forums experienced at least one challenge with the use of PDI
 - Some suggested that further guidance on PDI would have been helpful in defining PDI for their use



Common Themes

- ❑ Many forums were using PDI before the enactment of E.O. 13522
- ❑ Issues are often raised at forum meetings and discussed using PDI before any formal bargaining takes place
- ❑ E.O. 13522 has had a positive impact on labor-management relationships
- ❑ PDI has saved time and money for many agencies



Challenges

- ❑ Forums experienced difficulties in developing metrics to show value added by using PDI
- ❑ PDI training for lower level managers and supervisors is needed on a yearly basis
- ❑ Changing personnel makes consistent use of PDI difficult
- ❑ Parties often have differing ideas about the scope and timing of PDI discussions



Notable Examples

- ❑ One agency's national level forum developed their own PDI guidance for managers and supervisors
- ❑ Another agency's forum explained that most PDI initiatives are conducted at the headquarters level
- ❑ Before a major move was decided, one agency engaged the union very early and it proved to be beneficial
- ❑ Representatives from one forum stated that they need more guidance on discussing the budget through the PDI process



Notable Examples

- ❑ One agency forum reported smoother impact and implementation bargaining because the union was involved at an earlier stage in the decision making process
- ❑ A labor representative from one forum stated that PDI depended on what executives were running the LR department
- ❑ Another forum agreed that efforts at PDI have been “piecemealed at best”



Assistance to Forums

- Further assistance from the workgroup to aid forums with questions relating to:
 - The use and scope of PDI for specific, commonly occurring issues
 - Metrics relating to the use of PDI

- Assistance could be provided by identifying best practices among agencies or third party facilitation (FLRA, FMCS)