



U.S. SMALL BUSINESS ADMINISTRATION
WASHINGTON, D.C. 20416

DATE: March 9, 2010
TO: John Berry
Director, Office of Personnel Management
FROM: Kevin E. Mahoney
Chief Human Capital Officer
SUBJECT: Small Business Administration Implementation Plan

The Small Business Administration respectfully submits the following in compliance with the provisions of Executive Order 13522, Creating Labor-Management Forums to Improve Delivery of Government Services.

Agency stakeholders collaborated with their union counterparts from the American Federation of Government Employees, Council 228 and the National Federation of Federal Employees, Local 1851 on the requirements set forth in President Obama's order. All parties recognize the need for input from all stakeholders to advance the delivery and improvement of government services. This is especially important to the Administrator's three Strategic Focus Areas: 1) growing businesses and creating jobs; 2) building an SBA that meets the 21st Century needs of small businesses and 3) serving as the voice for small business.

If you need additional information regarding the Agency's plan, contact Shannon Schmidt at (202) 205-6033.

In accordance with the provisions of Executive Order 13522 dated December 9, 2009, the following outlines the implementation plan for the Small Business Administration (SBA), in collaboration with the American Federation of Government Employees (AFGE), Council 228 and the National Federation of Federal Employees (NFFE), Local 185, hereinafter known as the “SBA Labor Relations Forum” or “the Forum”.

Baseline Assessment

In an effort to determine the current state of the labor relations program within the Agency, the SBA Labor Relations Forum, will conduct a survey of all bargaining unit employees and management officials. The questions on the survey will be jointly developed by the Forum and disseminated electronically. The responses to the surveyed population will be uploaded into a database and the results analyzed. The Forum may also conduct facilitated focus groups from a diverse sample group of both bargaining unit employees and management officials to ascertain more insight regarding the labor relations programs at SBA.

The results of both the survey and the focus groups will be presented to the Forum as a baseline assessment to enable them to develop the best course of action moving forward with a concerted effort to work collaboratively on improving the labor relations program at the SBA.

Established Labor-Management Forum(s)

The SBA and AFGE have an established National Partnership Council under the provisions of Article 8 of the Master Labor Agreement (MLA) between the Small Business Administration and the AFGE, Council 228. The provision requires the parties to hold partnership meetings in the spirit and intent prescribed by Executive Order 12871 which required the parties to develop partnerships for the purpose of improved labor-management relations. Within the last 6 months, the Council has met twice in addition to information sessions which serve as a conduit between management officials of SBA and AFGE to share information about upcoming changes within the Agency. These meetings afford the union the opportunity to obtain additional information needed, enabling them to make an informed decision about their statutory recourse.

A contract provision contained within NFFE’s collective bargaining agreement discusses joint labor-management meetings and the requirement to have these meetings but only upon request by either party.

Pilot Program

Due to a management re-organization, positions in the Office of Human Capital Management (OHCM) had been placed on hold. OHCM is now moving forward to fill some mission critical positions. However, until the appropriate talent is identified, it is premature for SBA to participate in a pilot at this time.

Metrics

The SBA has existing metrics which are used to evaluate the Agency’s performance. Specifically, SBA’s Performance Management Office (PMO) and the Office of Human Capital Management, Organizational Analysis and Improvement Division (OAID) were established for the purpose of measuring and analyzing the Agency’s organizational performance and results. These metrics include results from the Human Capital Management survey and the Agency performance metrics, all of which are aligned with the Agency’s Strategic Plan. The results of

these metrics are reported to external organizations to include the Office of Personnel Management and the Office of Management and Budget.

To comply with Executive Order 13522, these offices will collaborate with the Forum to formulate and/or correlate metrics to assess the impact of the Forum on Agency performance.

Resources

To ensure that sufficient resources are dedicated solely to the implementation of this plan, additional full-time equivalents (FTE) will be added to the Office of Human Capital Management's Workforce Relations Division and the Organizational Analysis and Improvement Division to collaborate with the appropriate organizations internal and external to the Agency, and focus specifically on the plan implementation. Funding will also be allocated to OHCM to arrange for joint training to include interest based problem solving training, and conflict management/employee dispute resolution training and all travel and associated expenses.