

## **ARMED FORCES RETIREMENT HOME PLAN TO IMPLEMENT EO 13522**

**Introduction.** The Armed Forces Retirement Home (AFRH) is an independent Federal agency providing state of the art continuing care communities for certain former enlisted personnel and warrant officers of the Armed Forces of the United States. By statute, the AFRH has a direct human-care mission at two facilities: AFRH-Washington, and AFRH-Gulfport. The AFRH has 268 employees.

Currently, only one facility is operational: the Gulfport, Mississippi facility was rendered inoperable by Hurricane Katrina (August 28, 2005). All Gulfport positions were eliminated, and thus there are no bargaining unit employees in Gulfport.

Currently, the AFRH has two bargaining units:

a. Local 3090, American Federation of Government Employees, AFL-CIO. This Local represents all General Schedule employees under the Nursing Division of the Armed Forces Retirement Home - Washington except for supervisory, professional, and clerical personnel.

There were no appointed representatives for this Local from July 31, 2009 until February 23, 2010 when an acting President was appointed by the National level. The Local is in the process of recruiting, organizing, and training, and the AFRH has facilitated Local 3090's effort to revitalize itself by providing meeting rooms and publicity avenues.

b. Laborers' International Union of North American, Federal, Public Service & Plaster Trades Employees Local Union 572, AFL-CIO. The bargaining unit includes all non-professional employees at the Armed Forces Retirement Home - Washington who are not represented by Local 3090 and are eligible to be in the bargaining unit under the Labor Relations statute.

Representatives for this union are employed by the Union itself. (Except for one brief period, this local has not had any AFRH employee representatives for several years.)

Small organizations are typically more informal regarding cooperation and communication, and that has been the case here. Cooperation has indeed occurred between management and the unions, but without the formal meetings and minutes typical in larger organizations. The agency has had amicable relations with both unions, resolving issues informally to the mutual satisfaction of the parties without 3rd party litigation.

Both unions were consulted concerning this Plan, and concur with the plan.

**1. Describe how the agency will conduct a baseline assessment of the current state of labor relations within the agency.**

The annual All Employee Survey will be used for the base line assessment (specifically job satisfaction, organizational assessment inventory, and culture). Additionally, more specific information concerning how labor-management relations problems are currently resolved will be documented. If the parties conclude that additional data should also be included it will be added.

**2. Report the extent to which the agency has established labor-management forums, or may participate in the pilot projects (described in section 4 of the order).**

The negotiated agreements for both bargaining units have provisions for labor-management forum type meetings. Under both negotiated agreements, such meetings may be called by either party to the agreement. Prior to Executive Order 13522, none of the parties had invoked its right to call a formal meeting, and so the forums envisioned by the Executive Order have not yet been fully implemented.

As to the pilot projects discussed in section 4 of the Executive Order, the AFRH does not anticipate participation at this time: our major energies are focused on opening the rebuilt facility at Gulfport at this time (in addition to major changes in the Washington campus--which include rebuilding the most used building on the campus). For a small agency with a direct human service mission, it is not feasible to add a new project with formal measures and efforts (on top of formal Government-wide Human Capital requirements).

**3. Address how the agency will work with the exclusive representatives or its employees through its labor-management forums to develop agency-or bargaining unit-specific metrics to monitor improvements in areas such as labor-management satisfaction, productivity gains, cost savings, and other areas as identified by the relevant labor-management forum's participants.**

The labor relations forum members will review the considerable amount of data that the agency currently routinely collects to measure agency effectiveness and compliance. The forum will determine what additional metrics, if any, need to be established in order to measure labor-management satisfaction, productivity gains, cost savings, and other relevant areas.

**4. Explain the agency's plan for devoting sufficient resources to implementation of the plan.**

The AFRH will devote sufficient resources for implementing this plan. This will include the use of management time, official time, IT support, and contractor support as appropriate. Since this agency currently consists of only one facility, there will be no need for travel expenses.