

Frequently Asked Questions Pre-Decisional Involvement

This document lists some frequently asked questions about pre-decisional involvement (PDI) and provides answers to those questions. This guidance is a product of the National Council on Federal Labor-Management Relations, which is a federal advisory committee established under Executive Order 13522, “Creating Labor-Management Forums to Improve Delivery of Government Services.” Any questions about the information contained in this document should be sent to lmrcouncil@opm.gov.

Those who are considering engaging in PDI are encouraged to review applicable negotiated agreements (including any Memoranda of Understanding or Memoranda of Agreement) for any provisions that may address PDI or that may address negotiations during the term of the agreement. PDI participants are also encouraged to consult, as appropriate, with the agency and union labor-relations professionals within their organizations for any policies applicable to PDI.

Table of Contents

A. General	3
1. What is Pre-decisional Involvement (PDI) and where did it come from?	3
2. What does Executive Order 13522 say about PDI?	3
3. What are the benefits of PDI for bargaining unit employees and their unions?	3
4. What are the benefits of PDI for the agency?	3
5. Is PDI limited to discussions about working conditions?	3
6. How does PDI relate to the Statutory requirement to bargain in good faith with the union?	4
7. Does PDI fulfill the agency’s obligation to bargain once an issue has been discussed in PDI?	4
8. Does PDI fulfill the agency’s obligation to bargain if PDI is successful/results in a signed agreement on the issue?	4
9. If the agency still has a duty to bargain with the union, what is the purpose of PDI?	4
10. What obligation does the agency have to the union regarding PDI? /How does the agency fulfill its obligation to notify the union of proposed changes and engage in PDI?	5
11. What should the union consider when engaging with the agency regarding PDI?	5
12. What should management consider when engaging the union in PDI?	6

13.	If I have my union rep in my staff meeting or leadership team meetings when we discuss issues about our unit, does this count as PDI?	6
14.	What is the difference between Labor-Management Forums (Partnership Meetings), PDI, and Interest-Based Bargaining?	6
15.	Which methods may/should be used for PDI?	7
16.	What issues may be discussed in PDI?	7
17.	Who can be involved in PDI?	7
B.	Process	9
1.	Who determines the possible outcomes of PDI?	9
2.	What happens when the parties in PDI reach consensus, do not reach consensus, or reach partial consensus?	9
3.	Does PDI have to end in some form of agreement? If it does, what is the effect of the agreement?	11
4.	When parties at the level of recognition complete PDI, reach agreement, and then send it to the parties below the level of recognition, such as at the local level, is further PDI or are further negotiations appropriate at the local level?	11
5.	If my agency has more than one union, can I invite all the unions to one PDI meeting, or do I need to complete a PDI session for each union?	12
6.	How do I initiate PDI?	12
7.	What happens if a PDI session becomes confrontational or positional?	12
8.	If I start PDI and don't like it, can I just back out of it?	13
9.	Is PDI done one-on-one or can it be a team effort?	13
10.	Can someone else besides me lead the meeting while I remain present?	14
11.	When I share information with the other party in PDI, what do I do about information that is confidential in nature? How do I make sure the other party won't share the information outside of our meeting?	14
C.	PDI Resources	15
1.	Is there training or are there references that can improve my communication and collaboration skills to facilitate PDI?	15
2.	How do I document PDI so the union and management can report it for metrics evaluations or to track accomplishments by the parties?	15
3.	Are there tools available to help me prepare for a PDI session? Where can I find more information about PDI?	15

A. General

1. What is Pre-decisional Involvement (PDI) and where did it come from?

Pre-decisional involvement, or PDI, is a key component of the President's Executive Order (E.O.) 13522, "Creating Labor-Management Forums to Improve Delivery of Government Services." The E.O envisions employees and their union representatives as stakeholders whose viewpoints and input should be obtained in a collaborative labor-management engagement process before agency leaders make decisions.

2. What does Executive Order 13522 say about PDI?

E.O. 13522 sets forth a policy that federal employees and their union representatives are a source of "essential ideas and information" regarding the functioning of government and the objective of delivering quality government services to the American people. To accomplish this objective, Section 3 of the E.O. calls for agencies to involve employees and their union representatives in pre-decisional discussions concerning all workplace matters to the fullest extent practicable without regard to whether those matters are negotiable subjects under federal labor law.

3. What are the benefits of PDI for bargaining unit employees and their unions?

Bargaining unit employees and their union representatives are provided an opportunity to participate in and have meaningful input into agency decisions concerning a broad spectrum of workplace issues and topics before the decisions are made. Successful PDI fosters employee engagement and reduces the likelihood of disputes between unions and their agency counterparts regarding employment issues, with the goal of reaching better solutions that impact the workplace.

4. What are the benefits of PDI for the agency?

PDI provides agency decision-makers with an invaluable source of information from employees, who perform the agency's work on the front line, and their union representatives. Agency decision-makers who incorporate this rich set of information into their decision-making model yield more robust and customer-focused/customer-centric decisions regarding the delivery of government services to the American people.

5. Is PDI limited to discussions about working conditions?

No. Beyond working conditions, PDI topics may include the full range of management initiatives, from strategic planning to how to deal with reduced budgets, from restructuring to changes in work assignments, and from long-range projects with multiple phases to improvements in security.

6. How does PDI relate to the Statutory requirement to bargain in good faith with the union?

PDI complements the collective bargaining process, but does not replace it. If both parties are pleased with a resolution reached through PDI, further bargaining may not be necessary. This depends on several factors, including the type of issue addressed through PDI and especially the parties' shared understanding of the relationship between PDI and collective bargaining.

7. Does PDI fulfill the agency's obligation to bargain once an issue has been discussed in PDI?

It is important to understand that if an agency has a duty to bargain with the union over something, it does not fulfill its duty to bargain simply by discussing it with the union in PDI. It is therefore imperative that before engaging in PDI, the parties discuss and reach a common understanding of the relationship between PDI and collective bargaining. An agency only satisfies its duty to bargain through PDI if the parties reach an agreement on the subject. Thus, if the agency and the union engage in PDI, reach an agreement, and both sides understand and agree that there are no remaining issues left to bargain over, then the duty to bargain has been fulfilled and no further bargaining is necessary. If either party then requests, the Statute requires that the parties execute a written document embodying the agreed terms.

8. Does PDI fulfill the agency's obligation to bargain if PDI is successful/results in a signed agreement on the issue?

It can. For PDI to fulfill an agency's obligation to bargain, all parties must reach an agreement and they must agree that all bargaining issues have been resolved. Again, it is essential that the parties discuss and reach a common understanding on whether agreement reached in PDI fulfills any bargaining obligation that may exist with respect to any issue under consideration in PDI. If PDI results in an agreement on all the issues related to the subject and the parties have a mutual understanding that the agreement covers all negotiable issues, then no further bargaining is necessary.

9. If the agency still has a duty to bargain with the union, what is the purpose of PDI?

Apart from the duty to bargain, PDI provides agency leaders and decision-makers with information directly from employee and union stakeholders that may not otherwise be available through other decision-making models. PDI may also promote transparency, improve labor-management relationships, and allow for more robust, durable, and dynamic decisions that enhance the delivery of government services to agency customers and to the American people. By allowing employee input into decisions that affect them, PDI has the added benefit of enhancing employee morale and commitment to the agency's mission. Even if the agency still has a duty to bargain with the union

after the parties engage in PDI, such bargaining is likely to be streamlined as most of the issues concerning the topic have probably already been explored during PDI discussions.

10. What obligation does the agency have to the union regarding PDI? /How does the agency fulfill its obligation to notify the union of proposed changes and engage in PDI?

First, Section 3 of E.O. 13522 provides that agencies shall involve employees and their union representatives before making final decisions on all workplace matters “to the fullest extent practicable” and without regard to whether those matters are negotiable under the Statute.

Secondly, the E.O. does not replace or waive any requirement under the Statute for the agency to provide the union with advance notice of any proposed change affecting bargaining unit employees. Nor does it affect the Union’s right to be present when working conditions are discussed with bargaining unit employees, or to elect to bargain over the change. In light of this, engaging in PDI can be as simple as a phone call inviting the union to join a discussion. The level of formality is up to the parties to determine, to include the development of any framework within which they expect PDI to work.

Finally, the collaborative aspect of PDI envisions robust and enduring decisions. In theory, the better the quality and depth of the PDI, the less likely that more formal collective bargaining processes will also be necessary regarding any decision reached in PDI. As noted above, PDI does not replace the parties’ obligation to comply with the Statute, but PDI may satisfy issues that would otherwise be resolved through collective bargaining.

11. What should the union consider when engaging with the agency regarding PDI?

The union is urged to communicate with its bargaining unit members and union leaders to decide whether PDI is in the best interest of the bargaining unit and to develop a shared understanding of what PDI means. The answers may differ depending on the particular issue involved. The union is encouraged to then share its understanding with the agency and work to develop mutual ideas about how PDI will work, including its expectations regarding what will occur after PDI has concluded. The union should communicate to the agency, as fully and accurately as possible, the ideas and concerns of the employees it represents. During PDI, both the union and the agency should remain mindful of the underlying goal of E.O. 13522 to improve the delivery of government services to the American people. While PDI is usually initiated by the agency, the union may also seek to initiate PDI.

12. What should management consider when engaging the union in PDI?

It is recommended that the agency communicate with its staff regarding PDI to establish a common understanding of the PDI process and to encourage engagement with the union as a means to improve the delivery of government services. The agency is encouraged to consider whether there are any legal, regulatory, or confidentiality issues that may impact the PDI process. Management is encouraged to then work with the union to develop a shared concept of PDI and how it will work, which may vary depending on the issue addressed. Management should also consider that employees and their union representatives are an essential source of ideas and information and provide valuable input to aid in the decision-making process.

13. If I have my union rep in my staff meeting or leadership team meetings when we discuss issues about our unit, does this count as PDI?

Unless the staff meeting or leadership team meeting is specifically designed to encompass PDI, and the union has agreed to this, probably not. Staff meetings and leadership team meetings are generally set up as management meetings, and a union representative's presence does not typically change this. PDI contemplates the free flow of information, the open exchange of ideas, and the participation by management and labor representatives on an equal footing working toward a consensus-based resolution of an issue.

14. What is the difference between Labor-Management Forums (Partnership Meetings), PDI, and Interest-Based Bargaining?

Labor Management Forums (LMFs): E.O. 13522 requires the Heads of executive departments and agencies to establish LMFs at the level of recognition and at other appropriate levels agreed to by labor and management to help identify problems and propose solutions to better serve the public and agency missions. The E.O. does not spell out the composition or function of LMFs, which in some agencies are referred to by other names, such as Partnership Councils. Rather, agencies and unions are free to define the structure and function of LMFs in a way that best suits their needs.

PDI: E.O. 13522 separately requires the Heads of executive departments and agencies to allow employees and their union representatives to have PDI in all workplace matters to the fullest extent practicable, without regard to whether those matters are negotiable subjects of bargaining. In general terms, PDI is simply the union and management getting together to discuss a matter early in the decision-making process—as soon as possible after it is determined that some decision or action is needed to address a particular issue or problem—with the goal of improving the delivery of government services to the American people.

Interest-Based Bargaining (IBB): IBB is a shared problem-solving process conducted in a principled manner that creates effective solutions through consensus decision-making while improving the parties' relationship. It is a method of bargaining that focuses on the parties' interests (as opposed to positions), open dialogue, building trust, and generating a wide variety of options for the parties to jointly consider before devising a solution. IBB skills can add value to many forms of labor-management engagement, including LMFs and PDI.

15. Which methods may/should be used for PDI?

PDI works best when the agency and union use collaborative approaches, such as interest-based problem-solving, including a thorough and detailed discussion of each party's interests. If either union or management representatives have not had experience with collaborative or consensus-based decision-making processes, it is recommended that they engage in joint training. It may also be helpful to obtain the services of a facilitator to guide them through the PDI process.

16. What issues may be discussed in PDI?

Put simply, any issues may be discussed in PDI and either the agency or the union may initiate it. PDI allows employees who perform the daily tasks that collectively accomplish the mission of the agency to be involved, with their union representatives, in providing input into a decision-making process from which they have traditionally been excluded as stakeholders. While any issue may be discussed in PDI, PDI does not expand the topics which are negotiable under the Statute. Nor does PDI waive management's statutory right to make decisions or a union's right to be present when working conditions are discussed with bargaining unit employees and to engage in collective bargaining over proposed changes in working conditions prior to implementation.

In PDI, the parties may discuss issues that involve the exercise of management rights, issues that are permissive subjects of bargaining, issues that involve the efficiency of agency operations, and any other issues of concern to the parties. The critical point is for PDI to take place before the agency has reached a final decision; this allows the agency and union to engage in collaborative discussions that will enable the union to provide substantive input into the agency's decision-making process. Even where the agency has provided the union with notice of proposed changes in working conditions, the parties are free to step back to reconsider the decision in a way that would allow the parties to engage in PDI. Alternatively, the union may request to engage in collective bargaining.

17. Who can be involved in PDI?

Anyone can be involved in PDI, and PDI is appropriate for all levels of the organization, from the frontlines to the agency head. Since one of the goals of PDI is to enable the

free flow of the most pertinent information to the decision-makers, agencies and unions should consider including in the PDI process subject-matter experts, employees affected by the agency's proposal, and first-line supervisors who will implement the agency's proposal. The union and the agency may also wish to consider whether it is important for both parties to have participants with decision-making authority involved in the PDI process.

B. Process

1. Who determines the possible outcomes of PDI?

In short, the parties do. It is strongly recommended that the party seeking to initiate PDI describe its goals for the PDI process, and that before engaging in PDI, the parties have a frank discussion of their expectations for possible outcomes and what they hope to achieve.

What are some of the possible outcomes?

While the parties will decide what form their PDI outcomes take, there are many options which may be used to memorialize the outcomes of PDI meetings. Generally, it is recommended that the parties capture the outcome of their PDI sessions in some written format. Documenting the results of PDI meetings clarifies and promotes adherence to commitments made in PDI, helps the participants to remember critical aspects of the discussion, assists the parties in tracking their progress, saves time, and helps build trust between labor and management representatives.

Examples of documents used to memorialize agreements reached in PDI include a Memorandum of Understanding (MOU), a Memorandum of Agreement (MOA), or a Letter of Intent. Examples of documents that help keep track of ongoing discussions are Meeting Minutes or Memoranda for Record (MFRs) that capture the status of PDI meetings and that are reviewed by both parties to ensure accuracy. Outcomes may also be captured in reports containing recommendations to the agency. [Examples of these types of documents are under development and a hyperlink will be posted in this space soon.]

Finally, depending on what happens in PDI, the parties may even decide that no action is required to address a specific issue. It may still be useful, however, to document this outcome and the reasons for the decision for future review. This may assist the parties and save time if the issue should need to be addressed again.

2. What happens when the parties in PDI reach consensus, do not reach consensus, or reach partial consensus?

a. What happens when the parties with a collective bargaining relationship reach consensus on the issues discussed in PDI?

Where the issue affects working conditions --

If a PDI session results in a consensus decision on issues that affect working conditions, the following options are available to the parties.

If the parties intend for their consensus in PDI to fulfill their Statutory bargaining obligations, the Statute requires that, upon request of either party, they execute a written document embodying the agreed terms. This option is used when the parties agree that negotiable issues have been addressed and further bargaining is not required. This process may save the parties both time and resources. Once this process is complete, the parties may proceed to implement workplace changes.

-or-

If the parties engage in PDI sessions and reach consensus but do not intend for their sessions to fulfill their Statutory bargaining obligations, the parties may or may not execute a document that puts into writing the parties' consensus reached in PDI (see FAQ B.1, part 2), but it is usually preferable to put an agreement reached during PDI sessions in writing. The parties should consider including language about any further discussions or negotiations they intend to have on whatever they agree are the remaining issue(s).

Where the issue does not directly affect working conditions --

If PDI results in consensus over a subject that does not directly concern conditions of employment, the parties may record the consensus in documents or formats that the parties deem useful, such as Meeting Minutes or Memoranda for Record (MFRs), that record the status of PDI meetings and that are reviewed by both parties to ensure accuracy. Outcomes may also be captured in reports containing recommendations to the agency.

b. What happens when a PDI discussion does not result in consensus of the parties?

If the parties are unable to reach consensus on the topic or issue under consideration, the parties are encouraged to capture their discussion in meeting notes. Whether or not notes are prepared, the agency will then be required to satisfy any bargaining obligation it may have prior to implementation. Experience has shown, however, that even when PDI fails to result in consensus or an agreement, any bargaining that takes place after PDI tends to be quicker and more focused.

c. What happens when a PDI discussion results in partial consensus?

There are many ways this can be handled by the parties, but like full consensus, one critical factor is whether the matter under discussion in PDI involves working conditions.

Where the issue involves working conditions --

If PDI results in a consensus over some, but not all, aspects of a decision involving working conditions, and the union is satisfied that all negotiable concerns have been

addressed, then the parties may proceed to implement workplace changes over those matters. Alternatively, the parties may agree to postpone implementation until all remaining issues have been addressed through any bargaining that may be required. The parties may or may not execute an MOU or some other document that memorializes the parties' consensus, but the agency will be required to satisfy any bargaining obligation it may have prior to implementing changes on the remaining issues (i.e., those matters over which the parties have not reached consensus or agreement).

Where the issue does not involve working conditions --

If PDI results in a consensus over some, but not all, aspects of the decision, but the subject does not involve conditions of employment, the parties may record the consensus in documents or formats that the parties deem useful, such as Meeting Minutes or Memoranda for Record (MFRs), that capture the status of PDI meetings and that are reviewed by both parties to ensure accuracy. Outcomes may also be captured in reports containing recommendations to the agency.

3. Does PDI have to end in some form of agreement? If it does, what is the effect of the agreement?

PDI does not always result in agreement. Sometimes the parties mutually decide that PDI will just be for the purpose of gathering input and ideas. Sometimes the parties will try to reach an agreement but simply can't. If, however, PDI does result in an agreement:

- It must be put into writing if either side requests it.
- The decisions and agreements reached are subject to the same review and approval procedures that apply to any other collective bargaining agreement in that agency.
- The decisions and agreements are binding on the parties to the extent permitted by law, applicable rules and regulations or required by executive order.
- If, later on, disputes arise over the interpretation of the agreement, or compliance with the agreement, these disputes can be resolved through the parties' processes, i.e., grievance, arbitration, partnership, reopening PDI discussions, negotiations and/or collaborative discussions.

4. When parties at the level of recognition complete PDI, reach agreement, and then send it to the parties below the level of recognition, such as at the local level, is further PDI or are further negotiations appropriate at the local level?

As with any agreement reached at the level of exclusive recognition, the parties to an agreement reached through PDI may indicate whether further PDI (or negotiations) are contemplated at the lower level. To minimize the possibility of confusion at the local level, it is a good practice to provide specific guidance when the agreement is reached.

The parties' collective bargaining agreement also may address how negotiations are handled below the level of recognition.

5. If my agency has more than one union, can I invite all the unions to one PDI meeting, or do I need to complete a PDI session for each union?

An agency may certainly invite more than one union to participate in PDI, and there is nothing to prevent multiple unions from agreeing to participate in PDI. Whether all invited unions participate depends entirely on those unions, and especially on the extent to which those unions have shared needs and interests regarding the topic to be addressed in PDI and on the degree to which they have compatible approaches to PDI.

6. How do I initiate PDI?

Preparation can sometimes make all the difference. It may be helpful prior to initiating PDI to do some research by first consulting www.lmrcouncil.gov and clicking on "Agency Plans" to see what your agency or department has indicated it will do to implement the E.O. If you also scroll down below the plans, you will see "Supplemental Information," where you can check to see if your agency submitted additional information. This will give both agency and union representatives seeking to initiate PDI a good idea of where and how to start.

With this information in hand, it is important to understand that PDI is more of a concept than a discrete behavior. The most important factor in deciding how best to start the conversation is the quality of your individual labor-management relationship. In more established and enduring relationships, it can be as simple as starting with a phone call or an office visit. Others may require a more formal approach. Tools for planning how to initiate PDI are under development and will soon be available by clicking on a PDI Checklists hyperlink. PDI is a means to a more robust and dynamic end product and should not be viewed through the lens of "form over substance."

7. What happens if a PDI session becomes confrontational or positional?

Relationships, as well as discussions, become confrontational or positional due, in large part, to external factors (such as personality conflicts, lack of clarity on authority conferred on PDI participants, past history, etc.). If a PDI session becomes confrontational or positional, the parties should take a break. The parties may wish separately to review their motivation for engaging in the PDI initiative and, upon reconvening, review the joint benefits of engaging in PDI. Alternatively, the key leaders for the union and management may wish to meet at a different time or location to refocus on the issue that brought them together under PDI and to consider some type of joint action to jump-start the process. For example, the leaders could issue a joint statement or message to the PDI participants that signals a renewed commitment to

PDI. At the very least, the leaders should seek to identify what went wrong and, more importantly, to prevent it from happening again. Finally, the parties may wish to engage the services of a mediator or facilitator to break the logjam. One source of such third party assistance is the Federal Mediation and Conciliation Service. [See fmcs.gov] The FLRA Collaboration and ADR Office also provides such services and can refer parties to locally available services.

If all steps fail to repair the breakdown of the PDI session, then the parties' best alternative to PDI is to continue as they normally would in the absence of PDI. That is, the agency will unilaterally render a decision, notify the union of its decision, and bargain to the extent required by the Statute. But keep in mind that doing so is not necessarily consistent with the intent and objectives of E.O. 13522.

In reconnecting with PDI going forward, the parties should not abandon PDI as a process, but instead seek to find out how to minimize the influence of external factors that obstruct the PDI process. Once understood, the parties are in a better position to block the introduction of these factors and to remain engaged in a constructive pre-decisional dialogue.

8. If I start PDI and don't like it, can I just back out of it?

The short answer is yes, but there are several *caveats* to doing so. Before withdrawing from PDI, you should give strong consideration to the consequences to the labor-management relationship. Agency representatives should also understand that withdrawal from PDI may contravene the E.O.'s directive that all executive departments and agencies "shall allow employees and their union representatives to have predecisional involvement in all workplace matters to the fullest extent practicable...." While there is no similar decree for unions to also engage in PDI, a union's withdrawal from PDI may dissuade agency counterparts from offering meaningful PDI the next time around. For PDI to work, both agency and union participants must see the benefit of engaging in the process. If PDI is not working for you (or your team), you should discuss the reasons with your team members, and also with your counterparts.

9. Is PDI done one-on-one or can it be a team effort?

PDI can be done one-on-one, but team efforts tend to generate more thorough and durable solutions. The goal of PDI is to engage in a robust discussion of a proposal the agency is considering before it makes a decision on the proposal. Ideally, front-line employees, their union representatives, and managers affected by the proposed change will be involved in the discussion and decision-making process.

10. Can someone else besides me lead the meeting while I remain present?

Yes, but it is more important to view PDI as a method to engage in a healthy exchange of ideas and viewpoints. The “conversation” and the quality of the exchange is the centerpiece, as opposed to who leads the meeting. In practice, placing restrictions on who can speak, and when, restricts the free exchange of ideas and will degrade the vitality of PDI.

11. When I share information with the other party in PDI, what do I do about information that is confidential in nature? How do I make sure the other party won’t share the information outside of our meeting?

Sharing of information is critical to the success of PDI. As the question suggests, information disclosed during PDI is often sensitive; sharing such information may create issues of confidentiality and trust. This topic will be addressed in detail in a separate section of this website that is currently under development and will soon be available on a PDI Confidentiality hyperlink.

C. PDI Resources

1. Is there training or are there references that can improve my communication and collaboration skills to facilitate PDI?

There are a variety of courses and literature available that will improve individual and team-based skills in the areas of communication, problem-solving, and collaboration skills. The Graduate School USA is a good starting point, as well as looking to your agency's learning center or employee development officer. Several of the large federal agencies (such as the Department of Veterans Affairs and the Office of Personnel Management at its HR University) offer on-site or computer-based training. The FMCS offers a variety of relationship-building and skills development classes that are described at: <http://www.fmcs.gov/internet/categoryList.asp?categoryID=17>. The FLRA also offers a variety of training programs concerning substantive federal sector labor law as well as relationship-building and skills development workshops. It is recommended that those interested in training search for classes and vendors that incorporate interest-based problem-solving approaches. Finally, in order to build synergy and collaborative effort, management and labor representatives are strongly encouraged to attend training together.

2. How do I document PDI so the union and management can report it for metrics evaluations or to track accomplishments by the parties?

This topic is addressed in detail in a separate section of this website.

The National Council's webpage on Metrics may be found at:

<http://www.lmrcouncil.gov/metrics/index.aspx>

The National Council Metrics Guidance Document for Labor Management Forums may be found at:

<http://www.lmrcouncil.gov/meetings/handouts/11%2001%2010%20FINAL%20LMF%20Metrics%20Guidance.pdf>

3. Are there tools available to help me prepare for a PDI session? Where can I find more information about PDI?

The PDI Quick Tip, found at <https://www.youtube.com/watch?v=QuoRH0ZVU0I> or at the National Council's website (www.lmrcouncil.gov) under "PDI," is probably the best starting point for a broad overview of PDI. Additional materials are either under development or may already be found on the National Council website."