

National Council on Federal Labor-Management Relations
Lessons Learned Questionnaire - Aggregate Responses

<i>Respondent is a representative of</i>		Response Percent	Response Count
<i>On what subject or subjects was PDI used?</i>	<ul style="list-style-type: none"> - 2013 Furlough - Apprentice Program - Bonuses Plan - Change Of Duty Station - Changes To Productivity Count System - Emergency Workers - Evaluation Policy Implementation - Footwear - Labor Management Quarterly Meetings - Methods Of Moving Staff To Different Buildings/Floors And Choosing Workspaces - Office Design - Office Selection - Parking For Staff - Partnership Meetings - Performance Appraisal Plan And Bonuses - Performance Management System - Permissive Subjects - Policy Implementation - Policy Memorandum Implementation - Policy Writing - Safety - Shared Workspaces - Skills Marketplace - Snow Policy - Software Implementation - Space Allocation - Strategic Planning Meetings With Management - Time And Attendance - Travel Policy Implementation - Union Contracts - Workspace And Floor Designs 		
<i>Was the union invited to offer pre-decisional input?</i>	<p>Yes</p> <p>No</p>	<p>Response Percent</p> <p>100%</p> <p>0%</p>	<p>Response Count</p> <p>16</p> <p>0</p>

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<p><i>How was the union invited to offer pre-decisional input? Please note at what stage the invitation was extended.</i></p>	<ul style="list-style-type: none"> - After the policy owner finalizes what they believe is the proper technical policy, it is provided to the LM Forum to provide feedback and input before the formal review process begins. Those comments/concerns are incorporated/addressed upfront as much as possible making policy implementation smoother. And, when the policy goes to executives for review by their organization it goes to all union presidents simultaneously in the formal process. Again giving them input before "management" says "here is a final policy, review it." - Agency has existing weekly call with union in which we discuss all issues surrounding our space consolidation. Input was solicited on this call. - At the beginning - Direct input to pre decision information. - Early and initially through conversations - For both travel policy and evaluation policy after receipt of the directive from higher headquarters, some pieces of each unfortunately offered little latitude for management implementation, for changes to organizational policies, prior to signature by senior management. - Joint Policy writing committees were formed with union and management equally represented - Labor-management workgroup when a concern or need was identified, and before any formal proposals or recommendations were developed. - Management asked the union to engage in PDI. - Once a month we have a meeting with management. - Right at the beginning, we met with the Office for months to jointly craft revised procedures. - Start of the process; once policies are drafted; in formal meetings - The Agency Head gave both management and the union a short high-level list of changes he desired and then let the parties work together to determine how to make the changes. - The program had begun implementation without Union involvement and was over budget and not meeting expected guidelines when the Agency approached the Union about becoming involved. - The Union has participated through regular meetings with management and HR/LR and via joint labor/management panels assigned to assess the situation of concern. - We worked together at the beginning to craft a new performance appraisal system and bonus structure. We both basically started from scratch as we tried to meet our mutual interests. 												
<p><i>What was the structure of the PDI? (more than one may apply)</i></p>	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;"></th> <th style="text-align: center;">Response Percent</th> <th style="text-align: center;">Response Count</th> </tr> </thead> <tbody> <tr> <td>Informal between representatives of union and management.</td> <td style="text-align: center;">62%</td> <td style="text-align: center;">10</td> </tr> <tr> <td>Formal as part of an LMF.</td> <td style="text-align: center;">44%</td> <td style="text-align: center;">7</td> </tr> <tr> <td>Formal between union and management representatives outside of an LMF.</td> <td style="text-align: center;">38%</td> <td style="text-align: center;">6</td> </tr> </tbody> </table>		Response Percent	Response Count	Informal between representatives of union and management.	62%	10	Formal as part of an LMF.	44%	7	Formal between union and management representatives outside of an LMF.	38%	6
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<p><i>How and when did the parties share information while engaging in PDI?</i></p>	<ul style="list-style-type: none"> - An information booklet was provided to each member and contained various policy and regulatory information, as well as other local relevant background information. As the workgroup identified the need for additional information (i.e. best practices, what other modes in Agency do, etc...), data was collected and shared with the group. - At all times and all sorts of information so we could better determine the needs of our customers and then figure out how best to meet them. - Beginning in 2009, the Agency and the Union began working in a collaborative manner which included building many processes and working groups. - Biweekly meetings were established to discuss and direct decision process - Emails, conference calls and meetings. - Generally information was exchanged orally. Where necessary, the employee and labor relations specialist and the union representative exchanged emails regarding specific agreements, issues, or details. - Information shared during LMF or during BU Policy Committee meetings attended by management to brief prospective policies. - Parties would share data whenever either party requested data to aid in determining what changes to make and how to implement them. - Regularly scheduled week long meeting with both parties seating at the table to write policy. - The parties would share information during the PDI meetings. Management would research a particular topic and report to the PDI team. - Through meetings and documents - Through regular discussions as an ongoing process of transparency, open communication & joint problem solving - Throughout the described process there are discussions and meetings to discuss union concerns. - We had a monthly meeting with management and we both would share or opinions. - We set up a shared point site and information was readily shared and disclosed on the site. 		
<p><i>Was the information exchange timely and adequate?</i></p>		Response Percent	Response Count
<p>Yes</p>		100%	16
<p>No</p>		0%	0
<p><i>Did the parties use metrics to measure the impact of PDI success?</i></p>		Response Percent	Response Count
<p>Yes</p>		19%	3
<p>No</p>		81%	13
<p><i>If "yes," how did the parties use metrics to measure this instance of PDI success?</i></p>	<ul style="list-style-type: none"> - Accident injury rates, costs, estimated impacts - Disposing oldest inventory; decreasing pendency; and decreasing inventory. - The agency tracked the impact of changes on the productivity of the agency as compared to previous years. - The final products were reviewed and evaluated by the employees. 		

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<p><i>Did this instance of PDI positively affect the Agency's mission performance?</i></p>	<p>Yes No</p>	<p>Response Percent 88% 12%</p>	<p>Response Count 14 2</p>
<p><i>If "yes," how did PDI positively affect the Agency's mission performance?</i></p>	<ul style="list-style-type: none"> - The enhancements to the performance management program assisted the organization in obtaining a better score of the OPM Performance Appraisal Assessment Tool (PAAT). It also helped address areas of concerns and implement stakeholder input/feedback - this is important to help gain better buy-in from staff and managers. - allowed information to employees generated by our Bargaining Unit to reassure employees of minimized negative impact. - Attrition dropped from double digits to 3.5-4%. Morale increased among employees propelling the agency from one of the perennial worst places to work in the Federal government to the Best Place to Work in just a few short years. - Disposed of oldest inventory; decreased pendency; decreased inventory. - Employees better took advantage of collaboration tools. Managers and employees were better able to communicate, and do so on a timely basis. - helped with positive change - Reduced costs, better communication and transparency. - Since its inception, we have jointly written more than 80 national policies and published without having the need to formal bargain; during partnership, we have made agreements improving safety of staff, orderly operation of the institution and implemented these initiatives without having to formally bargain. All have improved the agency's mission and performance. - The Skills Marketplace is actively used by managers and supervisors to match employees with projects in need of staff. - The software project was re-baselined after the Union became involved, and ultimately the software was implemented and was obtained in the last facility in the waterfall in March 2015. - The union's input has assisted the agency with timely consolidating its staff to fewer buildings to meet a deadline and has assisted the agency in getting staff buy-in to changes that have been made. This has resulted in more satisfied staff who we believe are more productive because of their satisfaction. - Unions feel they are included in decision making and not having to fight through formal negotiation to get policy language they can live with. - We completed the revision of nearly 1/3 of all agency policies that direct all aspects of agency operations. Many of these policies were directly related to institution safety and security. - You see that mission was accomplished at a significantly less use of resources by working together 		
<p><i>Did this instance of PDI positively affect the work lives of unit employees or non-unit employees?</i></p>	<p>Yes No</p>	<p>Response Percent 94% 6%</p>	<p>Response Count 15 1</p>

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<p><i>If "yes," how did PDI positively affect the work lives of unit employees or non-unit employees?</i></p>	<ul style="list-style-type: none"> - All benefited by helping labor feel included - Bargaining unit employees are able to gain experience working in an area or office outside of their own organization. - Bargaining unit employees deal with a dangerous work environment day in and day out. The safety initiatives alone has saved multiple lives of our constituency and managers. Staff are more confident with safety equipment issued and safety initiatives deployed - better able to use technology and understand risks - By providing a safer environment, better defining standards and expectations, by coordinating changes and getting worker input into future changes. - Increased bonuses. Had a clear understanding of how much work they needed to get done. Allowed for greater sharing of work between colleagues and greater communication with their superior. - Lessened the overall stress of production on employees, dramatically increasing morale and productivity and significantly decreasing attrition among professionals. - One section provided clarification on obtaining feedback from multiple sources. This was previously an area of concern. Having union involvement also gives staff a sense that the product/program is balanced and in their interest. - PDI in many instances serves as a vetting of prospective changes to the way management operates and ensures employee concerns are discussed prior to an implementation. - The agency and union agreed on workspace designs and floor layout which affected both unit and non-unit employees. The union involvement allowed staff to have positive input in changes to their workspaces and office environment. - The revised policies provided clear and accurate direction for performing all duties. - We were able to work out issues without our lawyers. - We were also able to expand the number of employees who would be able to move and live anywhere they want in the continental U.S. - With the work of the Union the workforce accepted change and bought into the benefits of the new system. - You allow the employees import into their office around things and their office workstation 		
<p><i>Did this instance of PDI positively affect the parties' labor-management relationship at the time?</i></p>	<p>Yes No</p>	<p style="text-align: center;">Response Percent</p> <p style="text-align: center;">100% 0%</p>	<p style="text-align: center;">Response Count</p> <p style="text-align: center;">17 0</p>
<p><i>If "yes," how did this instance of PDI positively affect the parties' labor-management relationship?</i></p>	<ul style="list-style-type: none"> - After we started the monthly meeting with management, both side realized we were able to take most of our issue to a common ground. - An ongoing communication over any issue is always positive, communication on more minor issues ensures that channels are open when discussing issues that are more difficult or contentious is required. - For the first time, the parties attempted to work in a totally collaborative environment rather than the "culture of conflict" that represented the parties' past history. - Increase openness to come to the table. 		

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	<ul style="list-style-type: none"> - It helped to build trust and inclusion. - It was a project the parties worked on together and completed successfully. - It was an opportunity to build rapport, and work together to develop a product that both parties could credibly state was an improvement to the current state. - Opened the door for the parties to extend the deal the next 2 years. Allowed for greater collaboration and informal discussions. - Over a period of time, the relationship became more based on trust and interaction and while both parties have their own positions, they were willing to compromise and work together - PDI has allowed both sides to openly discuss their interests, which has also allowed both sides to take those interests into consideration when making suggestions. - The Agency realized the value of engaging the Union which lead to bringing the effected workforce onboard with coming change in the software operating system. - The meetings greatly enhanced Management's understanding of the union's perspective on critical issues and allowed the union to know that it's views were heard and accounted for. - Through better collaboration of key/challenging issues, the staff were not blindsided by changes that can be very difficult to implement. - We grew to even more informed relationship. - We saw that we could work together on an issue that was very important to the agency and which required the full participation of all three unions. We focused on sharing information and trying to reach an outcome that was satisfactory to all. Both parties jointly presented to the entire Agency when we were done, which showed unity. - Yes, after more than 16 years since the last collective bargaining agreement was signed, and after more than 13 years of continuous negotiations, we signed a new CBA; initiated partnership requiring the parties locally to endeavor to follow our national model; initiated multiple policies to make employees enjoy where they work, including an Anti-harassment policy; etc. LMR went from being a "F" to "B+" and also have allowed the parties nationally to engage in dialogue more than preceding years. 		
<i>Did training or facilitation play a role in the success of this instance of PDI?</i>		Response Percent	Response Count
	Yes	56%	9
	No	44%	7
<i>If "yes," how did training or facilitation play a role in the success of this instance of PDI?</i>	<ul style="list-style-type: none"> - BU members and Management representatives both have received training from FLRA and FMCS to make sure both parties are aware of requirements and techniques in how to achieve them. - Each was able to see where the others concerns were. - FMCS Relationships by Objectives training. - It helped initially but after a period of time it was a trust that was built up between the employees and management that made the situation work well. - Relationship by Objective Training by FMCS - The parties received training in PDI before beginning the work. - Training and facilitation play a key role in successful PDI AT ALL LEVELS. - We had an excellent facilitator who was capable of keeping us moving forward in our extensive discussions. This was particularly helpful because of the sheer level of training, education and 		

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	<p>professional status of both the management and union representatives at the table.</p> <ul style="list-style-type: none"> - We used a facilitator from the Agency who kept us on point and timely delivered important information.
<p><i>Please describe several key factors that contributed most to the outcome of this instance of PDI.</i></p>	<ul style="list-style-type: none"> - A lead to keep the group on-track and conduct additional data gathering. - a pre-existing relationship - acknowledgement that all needs may not be fully met - Actively listening to the union's interests/ideas - After many years of difficult formal negotiations, both parties were willing to try a different approach such as interest-based bargaining and PDI. - Allowed Joint visits between management and union - Bargaining would have just bogged down and delayed any resolution. - Being available for discussions with the union - Both parties tried very hard to understand the interests of the other. - Both parties were willing to help each other - Both the agency and the union had new leadership in place opening the opportunity for a collaborative relationship. - Clear "charter" describing the task and authority of the group (i.e. recommending body vs. decision making) - Collaborative Decision Making - Comfortable environment to jointly explore issues. - Commitment to PDI as a positive workplace stratgey - Communication - Considered each other as equals - Cooperation - Desire by both parties to compromise as needed to get the policies done - Development and ongoing change of Processes - Enthusiastic participation by all parties - face to face communications and document sharing - Having an established relationship with the union to discuss these issues - Having on going meetings with mangement once a month - information exchange - Joint Master Collective Bargaining Training of all management and unit employees - Joint problem solving - Labor/management cooperation - no pre-conceived outcomes - Open communication - Open information sharing & transparency. - Openness - Opportunity for the group to seek periodic input from stakeholders on draft recommendations. - Overall greatly enhanced partnership relationship between management and labor - Peer level respect between management and labor - Providing timely, accurate information to the union to help it understand the agency's

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	<p>plans/interests</p> <ul style="list-style-type: none"> - Put aside egos, personal differences - Regular interaction and open door policy's. - Respecting the union's input - Staff support for the PDI - Strong commitment by both parties to ensure a positive outcome - Subject was not controversial - Support from senior leaders for the PDI/project (Skills Marketplace) - Support from top levels of management and union - The Agency Head wanted us to work together to reach the best solutions. - The compromise by both parties - The major decision makers were at the table. - There was a free exchange of ideas with no pre-conceived notions - Transparency - Trust - Unions desiring to work with management and vice versa - willing to adapt after implementation - Willingness to be open to allow union input - Willingness to be transparent about management plans. - willingness to discuss - willingness to meet the interests of the other side - Workforce Involvement - Working Together
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<p><i>Please describe any significant barriers or problems that arose during this instance of PDI and what your response was to the barrier.</i></p>	Barrier	Response
	A significant amount of time to have and gain the trust and confidence between management and union	
	Budget	Be transparent
	can't control inventory	worked hard to come up with a fair number
	Cost	Learning to see bigger picture perspective and value of PDI
	Culture of many in the Agency who do not believe in collaboration	I would say denial that culture existed.
	Desire for more conference rooms/enclosed offices in the floorplan	Agency reviewed and revised floorplans where possible
	Different bargaining and business units had different programs and interests	Let's draft a deal that works for all
	Different interpretations of the same matter	Finding a middle ground
	Difficulty of the subject matter of the proposed changes.	Both sides knew that they would have to work together if they were to be successful in arriving at a mutually agreeable situation.
Experience with performance management.	Careful selection of workgroup membership, and early	

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	education on the program. Having a subject matter expert on the team is critical.
General distrust between the parties.	The leaders of both parties kept discussions open and collaborative which eventually led to a new level of trust between the parties.
getting the process correct	We didn't overreact when a policy didn't follow the proper flow. Stopped and backed up to allow union input as described.
Lack of Respect	Dealt with it immediately
Lack of transparency	Communication improvements
Lack of Transparency of Individuals	Deal with it immediately
Long history of litigation and difficult negotiations.	Both sides committed to working collaboratively and management chose to leave the lawyers out of the room until both sides felt that they needed legal opinions. "Negotiability" of proposals was not of concern until it was time to draft agreements. Negotiable proposals went into the agreement while non-negotiable proposals were set forth in a binding agency policy memorandum.
Policies management want to go through to the agency policy manual	Having a meeting and able to take the issues we had and working them out in the meeting.
Pressure of timelines as opposed to functionality	Worked through these issues, sometimes with great angst.
Priorities	Finding a middle ground
Reluctance of the Union being accepted as a partner	Agency acceptance of Unions value
Scheduling - frequent remote work.	Use of collaborative IT tools such as webinars, conference calls, web-connects to share documents live.
The Office was focused too much on external forces instead of what was best for just our employees.	Let's focus on our employees
The unions didn't have to be there.	The unions were willing to help the Office out.
There was an IG study going on dealing with the same topic while we were meeting	Let's try to be as comprehensive as possible. We also agreed to meet six months after implementation
Transition in and out of senior managers and labor leaders	Parties provided new training opportunities
Trust	Held meetings with head of Agency and Executive Staff
understanding perspective	mutual conversations and sharing
Untruthfulness	Dealt with it immediately
Various Command input	We made sure everyone had a backup.
Workload	Flexibility to meeting schedule

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What are the most important lessons learned from this instance of PDI?

- An open, ongoing dialog is critical
- Both parties must be committed to changing the working labor-management relationship.
- Communication and Trust are key to successful PDI
- Communicate needs both ways
- Communication
- Communication early and often reduces the possibility of disputes later.
- compromise by both parties
- Constant focus on overall objective
- Create an environment of shared responsibility
- Dedication, even when matters are unpopular
- Do it
- Do what you say you will do...
- Hard to change within a bureaucracy
- Have no pre-conceived notions
- Honesty
- Honesty and respect
- It is hard work to change a labor-management culture but the benefits are well worth the efforts.
- look for mutual interests
- Meet early
- Partnering did not impede meeting certain deadlines the agency had to move out of office space and in fact, may have helped.
- PDI can be a big picture and long term solution to organizational challenges
- PDI is cost effective
- PDI works as a tool to resolve problems
- Realization that the Union wasn't there to "ensure project failure"
- Respect each other
- Share information
- Staff support critical
- start with a clean slate
- Strong support from leadership
- Support from senior leadership critical
- Taking time to explore issues before jumping to conclusions. No artificial deadlines.
- The desire for collaborative bargaining must start at the very top management level.
- The value the workforce brings to implementation of new technologies.
- Timeline and clarity of work product
- Transparency with information
- True commitment to partnership
- Trust on both sides
- Utilizing existing partnering relationships can help with partnering on new issues.

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What advice would you offer to others who have not tried PDI in their labor-management matters?

- Diversity in thought is powerful. Consider other points of view, and don't allow emotions or baggage to hijack the discussion.
- form a relationship and maintain it thru constant dialog, it doesn't always have to be about a particular issue, but discussion more philosophically about a shared goal, which is the welfare of the workforce. It is easier when both parties understand that the endstate goal is shared.
- I have been working with unions 20 years and before I heard of this term I realized immediately in my first management job with a union that I needed to partner with them and respect their voice. It's been my modus operandi ever since. If you don't include your labor force up front and at every opportunity possible it is highly likely an environment of low trust and satisfaction will be pervasive. Management can get where it needs to and both sides realize if they can't work out their differences there are formal systems to rely on. My experience demonstrates to me that PDI/partnering results in few instances of ULPs, impasse, etc.
- It takes time and energy up front but is well worth the investment.
- It's worth the effort on both sides because the outcome is a better work force.
- Lay down one's pride and give it a try. Don't judge others and assume they know what PDI is. This comes through formal training. Our perceptions of partnership/PDI is not what is in the executive order.
- Open-minded, Communication, willing to cooperate much
- Set a goal and establish a timeline for completion of PDI. Require the PDI team to participate in PDI training together, before tackling the project itself. Always do the training first.
- To put aside all their pre-conceived notions of labor and management and be committed to an honest, good faith effort to find the best solution to an agency problem by combining the brain trust of both the management and the union. The result will be much more workable in the end.
- Try it with an open mind and make sure to listen to the other side. Working outside the structured bargaining process can be faster and less hostile.
- Try it. It works. Think about using a facilitator (though we did not). Exchange information freely. Focus on mutual interests.
- Try it. You have nothing to lose. Management can always jump on the bargaining track if PDI does not work. Think about piloting programs and having periodic checkup's.
- Understand the value of Labor and getting buy-in of the workforce. When the workforce understands and are explained upcoming changes there is much less pushback and better understanding of change.
- You are likely missing an opportunity to address problems before they become insurmountable. The benefit is reduced overall L/M costs, improved workplace L/M relations, a better starting place for the next issue that needs to be addressed.