



**MEMORANDUM FOR THE NATIONAL COUNCIL ON FEDERAL LABOR-MANAGEMENT RELATIONS**

**FROM: RAYMOND LIMON /s/  
CHIEF HUMAN CAPITAL OFFICER  
CORPORATION FOR NATIONAL AND COMMUNITY SERVICE**

**DATE: March 1, 2010**

**Subject: Plan to Implement Labor-Management Forums**

In accordance with Executive Order 13522, I am pleased to provide you with the Corporation for National and Community Service's (the Corporation) plan for implementing the President's order.

The Corporation is an independent excepted service agency of approximately 588 employees of which approximately 366 employees are represented by the Corporation for National and Community Service Employees Union, American Federation of State, County, and Municipal Employees (AFSCME) Local 2027.

The Corporation is outside of Title 5 hiring and pay authorities as authorized under the National and Community Service Act of 1990 (as amended). Additionally, as a Government corporation other select regulations of Title 5 are not applicable to the Corporation.

In response to the President's order to create or adapt current labor-management forums for the purpose of complying with Executive Order 13522, both labor and management have conferred and agree with the following. The union and management at the Corporation believe we are already addressing the objectives of the Order and have agreed to adapt our existing committees to meet the requirements of the Order.

**Baseline Data**

In June 2003, the Corporation's Inspector General released a study regarding the operations and attitudes of Corporation employees. This study touched on relationships between labor and management. Additionally, the U.S. Office of Personnel Management conducted a study around the same period which also supported these findings. Based on these studies, management and the union took major steps in November 2003 to reinvent its relationship to one which reflected inclusiveness and transparency in decision making.

Our plan is to continue our efforts as set forth in 2003.

### **Labor-Management Forums**

Two major standing committees exist to further these goals and the goals of the Executive Order. They include a monthly meeting between the Chief Executive Officer and the union leadership and a weekly meeting with the Chief Human Capital Officer and the union president. These meetings have no forbidden issues, and predecisional information is shared and discussed. Other executives may attend to present new ideas or issues for union consideration. The union may also bring new issues and ideas to these meetings. Other labor-management forums may be designated to work on any issues brought forth at these meetings.

Other standing forums exist where labor and management are both represented and discuss a wide variety of issues include:

- A quarterly meeting between the union president and the Corporation's Board of Directors.
- Union representation on the Corporation's Compensation Committee.
- Union representation to the leave bank and leave transfer program committees.
- An Awards Committee to plan an annual awards ceremony and pick awardees from a list of nominations.
- Various special emphasis committees to provide ideas and implement major employee celebrations.
- Union participation on a standing policy committee which reviews all policies before implementation.

In every effort to analyze operational effectiveness at the Corporation, the union is provided an opportunity to bring bargaining unit views to the surface. They are invited to focus groups and other meetings to express their views. For example, we are currently analyzing our organizational structure through the efforts of an outside consultant. These consultants have already met with the union and will continue to meet with the union to formulate a recommendation for restructuring the Corporation to better serve our members, grantees, and the American people.

### **Metrics**

Since 2003, these efforts have paid off immensely in the labor-relations area. No unfair labor practice charges or institutional grievances have been filed; employee grievances have been kept to a minimum (less than three per year) and have always been settled without third party intervention. In 2005, labor and management renegotiated its master collective bargaining agreement in a period of four weeks without third party assistance. All 27 articles were opened and addressed. This contract had not been updated for 10 years and many articles were completely rewritten. Day to day or impact and implementation bargaining is virtually non-

existent due to the fact that the union is provided predecisional inclusion and many of their ideas are incorporated into the final decision.

Besides the above, data from the Federal Human Capital Survey and the annual all employee surveys is used to measure the effectiveness of our relationship building efforts.

In 2007, the Society for Federal Labor and Employee Relations Professionals (SFLERP) recognized the Corporation and AFSCME Local 2027 with its annual labor-management cooperation award.

## **Resources**

A fundamental building block for any successful relationship is devoting executive level leadership's time to the effort and having leadership message throughout the organization their desire to see labor-management cooperation a reality. Additionally, the Corporation focuses on hiring and training professional staff who understand the rudimentary skills of cooperative efforts and have a healthy respect for the roles of all parties.

To date, we are extremely pleased with our efforts and expect to continue them as set forth in this memorandum. If you have any questions, you may contact Andrew Wasilisin, Deputy Chief Human Capital Officer. Mr. Wasilisin is the Corporation's lead labor relations point of contact and may be reached at 202-606-6736 or [awasilisn@cns.gov](mailto:awasilisn@cns.gov).