



## DISTRICT OF COLUMBIA PRETRIAL SERVICES AGENCY

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### MEMORANDUM

TO: National Council on Federal Labor-Management Relations

FROM: Susan W. Shaffer  
Director

SUBJECT: Executive Order 13522, Creating Labor-Management Forums to Improve the Delivery of Government Services

The D.C. Pretrial Services Agency (PSA) was established as an independent entity within the Court Services and Offender Supervision Agency (CSOSA) in the Executive Branch of the Federal Government under the National Capital Revitalization and Self-Government Improvement Act of 1997. Although a relatively new federal agency, PSA has served the District of Columbia for the last 40 years and is a widely recognized national leader in the pretrial field. Its mission is to assess, supervise, and provide services for defendants, and collaborate with the justice community, to assist the courts in making pretrial release decisions. The Agency promotes community safety and return to court while honoring the constitutional presumption of innocence and assists the courts by providing reasonable assurance that defendants on conditional release will return to court for trial and will not engage in criminal activity.

PSA accomplishes its mission through the efforts of a talented and dedicated staff, over 75% of whom are in the bargaining unit. In 2007, PSA management entered into negotiations with representatives from American Federation of Government Employees (AFGE) Local 1456 to develop a Collective Bargaining Agreement (CBA). The CBA was subsequently approved and implemented in July of 2008, and the Agency has been operating under that Agreement since that time.

As part of Article 2 of the CBA, an Agency-wide Labor-Management Relations Forum (LMRF) was established to facilitate the mutual exchange of information and discussion of items of mutual interest to the parties and to promote the principles of labor management cooperation throughout the Agency. This Forum consists of an equal number of Agency management and labor representatives and has been meeting on a bi-weekly basis since 2007. This Forum

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satisfies the requirements set forth in Section 3 (a) of Executive Order 13522. PSA's response to Section 3 (b) of the Executive Order follows and will illustrate how the existing forum will be given the authority to evaluate and document changes in employee satisfaction, manager satisfaction and organizational performance as stipulated in (a).

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

Before indicators of satisfaction can be identified or assessment tools developed, the most important issues for both management and bargaining unit employees need to be identified so that these can be specifically targeted. PSA's LMRF presents the perfect forum to discuss what elements should be addressed in an assessment of Agency labor relations and is being tasked with identifying the most salient issues to be addressed in such an assessment. This group will also be responsible for working with the Agency to develop data collection tools and to identify the most appropriate methods for collection of information. The Office of Human Capital Management and the Office of Research, Analysis and Development will be tasked with providing technical and administrative support to this group for this project.

**Report the extent to which the department or agency has established labor-management forums, as set forth in subsection (a)(i) of this section, or may participate in the pilot projects described in section 4 of this order.**

As delineated in Article 2 of the CBA, the following general principles govern the Labor-Management relationship at PSA:

1. That a cooperative and effective labor-management relationship promotes the increased quality, productivity, performance and effectiveness of the Agency in pursuit of the Agency's mission, vision, and Strategic Plan and fosters a positive working environment for Agency employees;
2. That labor-management relations within the Agency are strengthened by the participation of employees in the formulation and implementation of personnel policies and practices relating to and/or affecting their conditions of employment and through constructive and cooperative relationships between the Parties; and
3. That continues our relationship of promoting mutual trust, respect and appreciation for each other's roles and responsibilities.

The LMRF was formally established by the CBA in 2008 to give meaningful effect to the above principles and is designed as follows:

1. The LMRF is comprised of an equal number (not to exceed five) of Management and Union representatives. The Parties appoint appropriate members (Union officers and stewards/supervisors and managers) to serve on the LMRF.
2. The LMRF meets on a bi-weekly basis.
3. The Agency authorizes official time for Union representatives' attendance at the LMRF meetings.

**Address how the department or agency will work with the exclusive representatives of its employees through its labor-management forums to develop department-, 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 LMRF will adhere to the following basic process to ensure that the information collected is relevant, reliable, and valid:

1. Identify issues of importance to both labor and management;
2. Identify sources of information;
3. Identify measurement indicators;
4. Develop a tool for the collection of information;
5. Determine how best to utilize the tool in the collection process;
6. Collect the information from identified sources;
7. Evaluate the findings.

The most significant step is the first and this will be the focus of the LMRF over the next few months to ensure that data collection is targeted and focuses on priority issues. Throughout this process, particular attention will be paid to identifying on-going methods of collecting data, measuring progress over time and ensuring confidentiality.

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

As noted in Article 2 and as evidenced by the long-standing relationship between the Agency's management and the Union, the LMRF is endowed with sufficient resources to implement this plan. In addition, the Agency will devote Office of Human Capital Management staff and Office of Research, Analysis and Development staff to assist the LMRF in developing and implementing steps 2 through 6 in the process.