



Action Plan for Implementing Labor- Management Forums



**NATIONAL ARCHIVES
AND RECORDS ADMINISTRATION**

MESSAGE FROM THE ARCHIVIST



On December 9th, 2009, the President issued Executive Order 13522—Creating Labor-Management Forums to Improve Delivery of Government Services. Within this order, the President called on Federal Agencies to develop a forum that allows managers, employees, and employee union representatives to collaborate and discuss issues related to the productivity and effectiveness of its workforce.

The National Archives and Records

Administration understands that the success of our mission does not occur through the efforts of a few single individuals. Rather, it is the result of a dedicated and diverse workforce of more than 3,000 personnel working collaboratively to serve the needs of our customers. One of the Strategic Goals outlined in NARA's Strategic Plan: *Preserving the Past to Protect the Future* is to equip NARA to meet the changing needs of its customers. To accomplish this will require bold thinking and bold ideas on behalf of its managers, employees, and employee union representatives. These individuals must challenge themselves—and one another—to think proactively about emerging challenges and opportunities within the agency, apply new approaches to old problems, and seek out ways to improve our business processes. It is my hope that all NARA employees, union and non-union members alike, engage in this type of collaborative thinking within the Labor-Management Forums described within this action plan. By utilizing these forums to identify problems and propose solutions, NARA will be better able to accomplish its strategic objectives and serve its public mission.

There are roughly 2,000 bargaining unit employees currently at NARA represented by the American Federation of Government Employees (AFGE) Council 260, which is comprised of three Locals: AFGE Local 2578, AFGE Local 104, and AFGE Local 1200. To date, NARA and its Union have engaged in a number of collaborative efforts to enhance the productivity and effectiveness of the agency workforce. Most recently, I have begun to engage in quarterly meetings with AFGE Council 260 to address a wide range of management practices and employment conditions affecting bargaining unit and non-bargaining unit personnel. It is my goal that these Labor-Management Forums extend this ongoing collaboration to allow employees and their union representatives to have pre-decisional involvement in workplace matters to the fullest extent practical.

Finally, I want to emphasize the opportunity of these forums to enhance labor relations within NARA. Importantly, it is necessary to establish an ongoing system of evaluation to assess the effectiveness and productivity resulting from labor-management collaboration within them. As such, it is my hope that the responsible parties described within this plan work together to develop a system to assess and measure changes in employee and manager satisfaction, as well as organizational performance resulting from these Labor-Management Forums.

Table of Contents

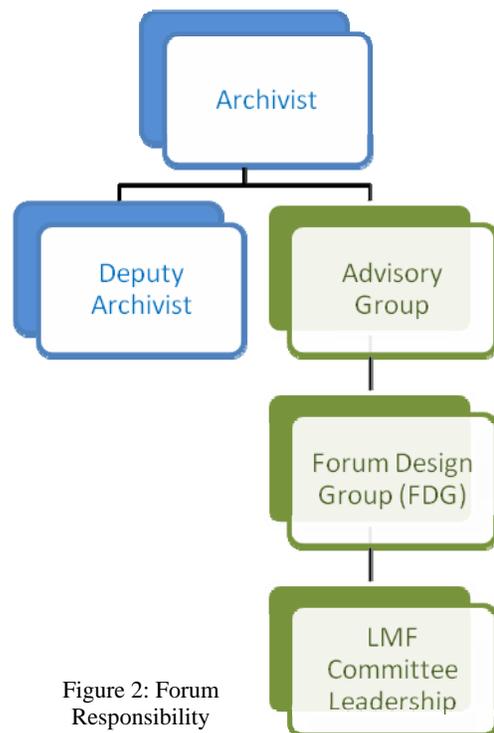
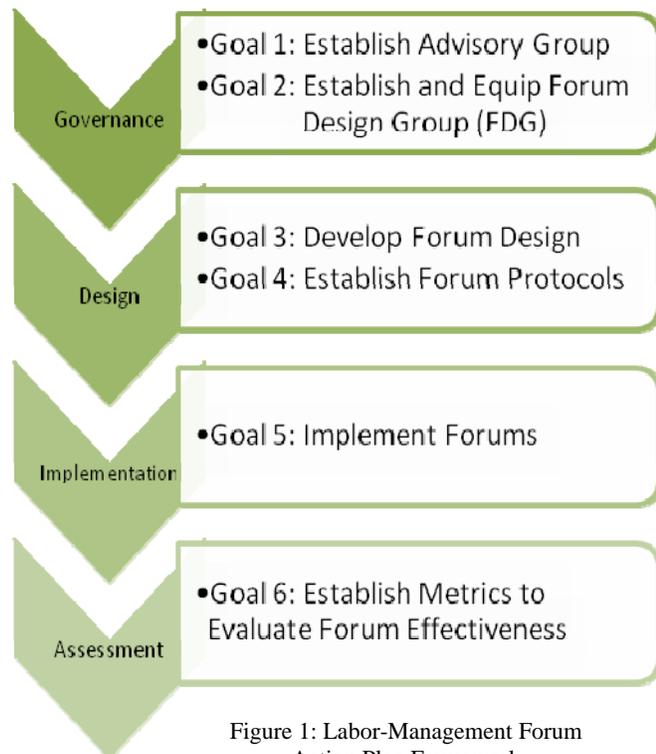
Executive Summary	4
Section 1: Overview of the National Archives and Records Administration	6
Section 2: Current State of Labor Relations at NARA	7
American Federation of Government Employees at NARA	7
Labor-Management Relations.....	7
Section 3: Overview of Executive Order 13522	8
Section 4: Action Plan for Creating Labor-Management Forums at NARA.....	8
Governance	10
Design	10
Implementation	11
Assessment.....	11
Section 5: Baseline Assessment of Labor Relations at NARA.....	12
Section 6: Devoting Sufficient Resources for Labor-Management Forum	13
Section 7: Summary	13
Appendix A: Labor-Management Forum Action Plan	14

EXECUTIVE SUMMARY

In response to the President’s December 9th, 2009 Executive Order (EO) calling for the creation of Labor-Management Forums (LMFs) to improve the delivery of government services, NARA has created the following action plan to outline the critical components, goals, specific actions, responsible parties, and timeframes established to implement these forums at appropriate levels within the Agency.

This plan was developed through a collaborative and coordinated effort that involved input from NARA Executive Staff and Union Leadership. Through a series of planning meetings with a neutral facilitator, four critical components emerged to become the framework of NARA’s Labor-Management Forum Action Plan (Figure 1). For each of the four components, NARA has identified specific goals, action steps, timeframes, and responsible parties. These are outlined in Appendix A, Labor-Management Forum Action Plan. To provide oversight and ensure effective implementation of the LMFs, NARA is creating three groups with specific roles to shepherd the process. These groups are depicted in Figure 2 and further described in the Action Plan.

NARA’s Action Plan addresses high-level, Agency-wide labor relations initiatives through the creation of LMFs. Following the design and implementation of these forums, a system of metrics and measurement will be developed to evaluate the effectiveness of the forums. Specifically, this system will measure and document the results of forum initiatives on aspects of agency performance as assessed by established performance trends and goals. These measures will further serve as a source of information regarding the results of the Labor-Management Forums and contribute to revisions



in protocols improving their effectiveness.

SECTION 1: Overview of the National Archives and Records Administration

The National Archives and Records Administration (NARA) is our nation's record keeper. NARA is a public trust on which our democracy depends. NARA enables people to inspect for themselves the record of what the government has done. It also enables officials and agencies to review their actions and help citizens hold them accountable. NARA ensures continuing access to the records that document the rights of American citizens, the actions of Federal officials, and the national experience.

Its job is to ensure continuing access to essential documentation and, in doing so, serve a broad spectrum of American society. Genealogists and family historians; veterans and their authorized representatives; academics, scholars, historians, business and occupational researchers; publication and broadcast journalists; Congress, the Courts, the White House, and other public officials; Federal Government agencies and the individuals they serve; state and local government personnel; professional organizations and their members; students and teachers; and the general public— all seek answers from the records that NARA preserves.

To ensure that the past is preserved to protect the future, the National Archives and Records Administration appraises, acquires, arranges, describes, preserves, and makes available to the public the historically valuable records of the three branches of Government. NARA establishes policies and procedures for managing U.S. Government records. NARA also assists and trains Federal agencies in documenting their activities, administering records management programs, scheduling records, and retiring noncurrent records to regional records services facilities for cost-effective storage.

NARA manages a nationwide system of Presidential libraries, records centers, and regional archives. NARA also administers the Information Security Oversight Office, which oversees the Government's security classification program and makes grants for historical documentation, preservation, access and publication through the National Historical Publications and Records Commission. In addition, NARA publishes the *Federal Register*, *Statutes at Large*, Government regulations, as well as Presidential and other public documents.

SECTION 2: Current State of Labor Relations at NARA

American Federation of Government Employees at NARA

NARA has one National Council, AFGE Council 260, comprised of three Locals: AFGE Local 2578, AFGE Local 104, and AFGE Local 1200. The Council headquarters is at the National Archives at College Park, College Park, Maryland. The National Council appoints official representatives at NARA facilities nationwide. Some of these locations have union representatives on-site, and others do not. Currently, labor relations are collaborative and beneficial at the National level. The agency and the union last negotiated a National Agreement in July 2008.

Local 2578 is also headquartered at the National Archives at College Park. This Local serves NARA employees in the Washington, D.C. area and facilities located throughout the eastern and central United States. It is the largest of the three locals and its leadership works closely with the leadership of the National Council.

Local 104 serves employees located at the National Personnel Records Center (NPRC) in St. Louis, Missouri. This Local is authorized to bargain over issues of local importance. Because of this, a more formal approach is in place between Management at the NPRC and Local 104. At times relations are contentious.

Local 1200 represents employees at several NARA locations in the western United States. It is a composite local serving NARA employees, as well as employees of other Federal agencies such as the Internal Revenue Service. The local president is an employee of the Department of Homeland Security. Overall, labor relations reflect a degree of collaboration in that formal filings are rare, and few issues are formally negotiated.

Labor-Management Relations

NARA currently has approximately 2,000 bargaining unit employees and approximately 650 non-bargaining unit employees. NARA communicates officially with the union through NARA's Human Resources Services Division (NAH), Employee Relations and Benefits Branch by meeting both formally and informally on a regular basis. Formal and informal communication between official representatives and management also occurs regularly at individual facilities about local issues.

Leadership and representatives of the AFGE National Council typically meet bi-monthly with NAH representatives to discuss issues and concerns of national importance raised by the union. These meetings are also utilized to introduce new management initiatives. In addition to regular meetings, ad hoc meetings may occur as the situation dictates. To date, AFGE National Council has presented several ongoing issues that affect employees including computer access for employees in Federal Record Center facilities, duty time to access computers, maxiflex work schedule, education partnership, safety and health, and management practices at the National Personnel Records Center.

SECTION 3: Overview of Executive Order 13522 – Creating Labor-Management Forums to Improve Delivery of Government Services

Executive Order (EO) 13522 calls for the creation of a forum allowing managers, employees, and employee union representatives to discuss issues that may improve and promote productivity and effectiveness within their Agency. Overall, this EO aims to improve labor-management relations throughout the Federal Government by creating a venue to identify and propose solutions that may better serve agency missions. The EO calls for involvement of employees and their union representatives to the fullest extent possible in order to resolve issues and implement feasible solutions to agency problems and disagreements. Throughout this process, the agency is required to evaluate and document any changes in employee satisfaction, manager satisfaction, and organizational performance that are a result of these forums.

EO 13522 instructs Agencies to create a plan that should document how they will conduct an initial assessment of current labor relations at their agency. In addition, the EO requires that the plan state how the agency will work in collaboration with employee union representatives and forum participants to create metrics that will monitor and document improvements in employee satisfaction, manager satisfaction, productivity gains, and any other areas the forums deem necessary for improvement. Finally, the EO requires that the plan identify how the agency will allocate resources toward fulfilling the plan's implementation.

SECTION 4: Action Plan for Creating Labor-Management Forums at NARA

The following describes the process NARA will undertake to design and implement Labor-Management Forums at appropriate levels within NARA.

In preparation to implement Executive Order 13522, a representative from NAH and the AFGE National Council collaborated with a neutral facilitator in a series of four planning meetings to create action steps that outline the creation of NARA's Labor-Management Forums. During these meetings, the facilitator worked with both parties to identify all actions necessary to fulfill the requirements of the Executive Order. In collaboration, NAH and AFGE developed and agreed upon specific assumptions and goals for the creation of the LMFs. Both parties agreed that: there should be equal, positive, and genuine participation by management and the union in the Labor-Management Forums; the success of the Labor-Management Forums will depend on commitment from NARA senior leadership and AFGE; and the Action Plan should comply with the basic requirements set forth in EO 13522. The parties also agreed that: the forums should occur regularly based on a schedule to which both parties will be held accountable; time should

be allotted to participate in the forums; and managers should encourage participation in the Labor-Management forums. In addition, the parties agreed that NAH will coordinate the forums and be responsible for all logistics such as sending notifications to employees, setting up webinars, allocating resources, etc. However, all parties will be held accountable for improvements over time. As a result, both parties expect better conditions at NARA and positive results in employee satisfaction, manager satisfaction, and organizational performance as measured by specific metrics to be developed in conjunction with the forums.

The resulting Labor-Management Forum Action Plan includes four major components making up the framework for the creation of the LMFs: governance, design, implementation, and assessment. Within this streamlined and straightforward framework, specific goals are articulated to implement each component.

Within each goal, the action plan specifies timeframes and precise action steps to be accomplished to achieve the goals. Additionally, responsible parties to oversee and implement the Labor Management Forums were designated and specified. These responsible parties encompass both existing positions within NARA and new groups created specifically to facilitate these forums (Table 1).

	<i>Member(s)</i>	<i>Key Roles</i>
<i>Archivist</i>	<ul style="list-style-type: none"> • <i>Archivist</i> 	<ul style="list-style-type: none"> • <i>Establish Advisory Group</i> • <i>Establish accountability and reporting requirements</i>
<i>Deputy Archivist</i>	<ul style="list-style-type: none"> • <i>Deputy Archivist</i> 	<ul style="list-style-type: none"> • <i>Receive approval to begin process for Labor-Management Forums (LMFs)</i> • <i>Assign accountability for data collection and evaluation</i>
<i>Advisory Group</i>	<ul style="list-style-type: none"> • <i>To be determined by the Archivist</i> 	<ul style="list-style-type: none"> • <i>Establish and equip Forum Design Group</i> • <i>Approve LMF design and protocols</i> • <i>Approve LMF evaluation metrics</i>
<i>Forum Design Group (FDG)</i>	<ul style="list-style-type: none"> • <i>Union selected representatives</i> • <i>Management representatives</i> <p><i>(appointed by Advisory Group)</i></p>	<ul style="list-style-type: none"> • <i>Develop forum design and protocols</i> • <i>Establish LMF committee leadership</i> • <i>Implement forums</i> • <i>Implement assessments to measure forum effectiveness</i>
<i>LMF Committee Leadership</i>	<p><i>(appointed by Forum Design Group)</i></p>	<ul style="list-style-type: none"> • <i>Assist FDG in implementing forums</i> • <i>Communicate forum information NARA-wide</i> • <i>Determine logistics for forums</i> • <i>Facilitate and launch first series of forums</i>

Table 1: Forum leadership and responsibilities

Governance

The goals of the Governance component encompass all aspects concerning how the governing body will oversee the Labor-Management Forums (see Labor-Management Forum Action Plan in Appendix A).

Goal 1: Establish Advisory Group

The Archivist will establish the Advisory Group by March 31st, 2010. The Advisory Group, Deputy Archivist, management, and union leadership will be briefed on the purpose and goals of NARA's LMFs. Upon approval by the Archivist, the Advisory Group will begin the process of creating LMFs by establishing accountability and reporting requirements.

Goal 2: Establish and Equip Forum Design Group (FDG)

Within 60 days of approval from the National Council of NARA's Labor-Management Forum Plan, the Archivist and the Advisory Group will establish and equip the FDG. In addition to establishing key members, the purpose, scope, leadership, methodology, and time requirements will be determined. The Advisory Group will also ensure the FDG is prepared by conducting orientations and trainings. Initial meeting planning including agenda creation and preliminary discussion themes will also be decided. Finally, the FDG will determine its approach and reporting frequency.

Design

The goals of the Design component represent the formal design and structure of the LMFs, including important considerations such as forum roles, responsibilities, facilitation, and logistics (see Appendix A).

Goal 3: Develop Forum Design

Within 120 days of the initial meeting with the FDG, the Advisory Group and the FDG will agree upon the leadership of the committees to facilitate the forums, their vision for the forums, and reach a consensus on the goal and purpose of the LMFs. The FDG will articulate the roles, responsibilities, jurisdiction, and reporting requirements necessary for success and ongoing measurement. In addition, by assigning responsibilities to specific committees and determining which committees will facilitate LMFs, the forum format will be established to effectively achieve the goal and purpose. Once the LMF Committee Leadership is established, the committee leaders will arrange for Union selected representatives and Management representatives on the forums. To ensure continuous evaluation and improvement, a feedback process will be designed through which the LMF Committee Leadership can provide information to the FDG and Advisory Group so that specific processes and approaches can be developed to improve participation, attendance, and morale during the forums.

Goal 4: Establish Forum Protocols

Within 180 days of the FDG's initial meeting, logistics regarding the purpose and frequency of the forums will be determined. The FDG will suggest the life expectancy of the forums, meeting frequency, and locations. They will consider technology and other tools that will enrich the forum experience and allow for the desired level of participation. The FDG will recommend forum length and timing, and train LMF Committee Leadership based on the recommendations and protocols initially developed. The LMF Committee Leadership will then gain approval from the FDG and the Advisory Group on the types of topics and facilitation styles to be included in the LMFs. The FDG will consider representation of labor and management, as well as neutral facilitation. The LMF Committee Leadership will decide how information will be provided to participants before and after forum meetings and how pertinent information will be relayed NARA-wide. Finally, the Advisory Group will determine the amount of time to be allocated for union and non-union representatives.

Implementation

The goal of the Implementation component is to describe how the Labor-Management Forums will be implemented and further establish and refine forum protocols and logistics (see Appendix A).

Goal 5: Implement Forums

Within 60 days of approval of established forum protocols, LMF Committee Leadership and the FDG will determine pre and post-meeting communication procedures and develop a process to ensure employee input is adequately integrated into future forums. The FDG must then present the process in which employee input will be integrated to the Advisory Group for review, approval, funding, and implementation. The LMF Committee Leadership will determine required internal and external resources; identify tools and technology needed for the forums, and notify participants. Logistically, the LMF Committee Leadership must also identify dates, locations, and participants for the first set of forums. After the launch of the first set of forums, the Advisory Group and the FDG will evaluate results of the forums and develop a process for implementing potential changes in the workplace.

Assessment

The Assessment component is intended to evaluate the effectiveness of the Labor-Management Forums (see Appendix A).

Goal 6: Establish Metrics to Evaluate Forum Effectiveness

The Advisory Group will provide all necessary resources to the FDG to enable them to create metrics that will systematically evaluate the LMFs. The FDG will

establish baseline and future assessments, initially and over the long-term, by establishing a process for gathering comparative data from other federal agencies, non-profits and for-profits, associations, and others. Once research is completed, the information will be forwarded to the advisory committee for authorization and implementation and the advisory group will decide how to implement the measures. Following approval, the FDG will document changes in employee satisfaction, manager satisfaction, and organizational performance resulting from the forums on an ongoing basis. The FDG will recognize current and recent successes as part of establishing the baseline and setting future metrics. The metrics will monitor progress toward improved performance goals/trends and higher scores on specific Human Capital Survey items. Finally, the FDG will develop a feedback mechanism assessing the overall effectiveness of the LMFs.

SECTION 5: Baseline Assessment of Labor Relations at NARA

Any effort to effect and measure improvement would be incomplete without a baseline assessment. The parties agreed that an accurate assessment of labor relations at NARA, developed by utilizing all available resources, both internal and external to the agency, and including both qualitative and quantitative measures was critical to success. Together, they developed a formal process to ensure that NARA is positioned to conduct a useful baseline assessment. As further guidance becomes available from the National Council on Federal Labor-Management Relations and the Office of Personnel Management (OPM), NARA's methodology for conducting the baseline assessment and future evaluations of LMF success will be aligned with such guidance.

The Advisory Group will develop a proposed assessment methodology. Utilizing available guidance from the National Council and OPM, the Advisory Group will propose existing tools, resources, and criteria to evaluate the current state of NARA's labor relations. Tools and resources may include climate surveys, benchmarks and/or best practices outreach, as well as data from the current Federal Human Capital Survey. By a thorough review of the information available, the Advisory Group will also propose areas in which additional data would improve the value of the assessment. Thus, the Advisory Group may propose new qualitative measures such as focus groups, web-based surveys, or in-depth interviews.

Once a proposed baseline assessment is finalized, the Advisory Group will meet with the FDG and other key NARA Union and Management Officials as identified by the Archivist. The Advisory Group will discuss the proposed measures for the baseline assessment with the group. The proposed methodology, to include the measures and necessary resources, will be submitted for approval to the Archivist, Advisory Group, and key Union and Management Officials. Upon final approval, the FDG will conduct the baseline assessment of current Labor Relations at NARA.

SECTION 6: Devoting Sufficient Resources for Labor-Management Forum

NARA recognizes that in order for the Labor Management Forums Action Plan to be successful, Agency resources will need to be allocated throughout all stages of the Plan and from all levels of the Agency. The Archivist, and the parties who worked to develop this plan, are committed to providing the employee and material resources required to successfully fulfill the requirements of EO 13522. The parties agreed that ensuring the established plan received the necessary resources was of central importance.

The LMF Committee Leadership, with oversight and assistance of the FDG, is responsible for the implementation of the forums. This group will first define the resources related to the forum design and then obtain and allocate the resources required to launch the LMFs. Specifically, LMF Committee Leadership will determine who will provide the required internal and external resources to facilitate the LMFs, including funding, travel, and other logistics. Where practicable, NARA will leverage technology to facilitate forum participation without prohibitive cost.

As a result of these methods, NARA will ensure the requirements of EO 13522 are met and that sufficient resources are allocated to each phase of the described Action Plan.

SECTION 7: Summary

Executive Order 13522 calls for the creation of Labor-Management Forums at appropriate levels within NARA. The Forum's goal is to create a non-adversarial forum to discuss operations that will promote satisfactory labor relations and improve the productivity and effectiveness of NARA. Based on the requirements outlined in the Executive Order, NARA's Action Plan fulfills these criteria by creating Labor-Management Forums that will increase the understanding and awareness of factors that affect the relationship between management, employees, and employee union representatives. The Action Plan will create new groups and assign roles to these groups to facilitate the implementation of these forums. The forums will be designed based on employee, manager, and union representative input and will be improved over time based on meeting feedback. Additionally, realistic timeframes will be established to guide this process. Finally, the success of the forums will be evaluated by documenting changes in employee satisfaction, manager satisfaction, and organizational performance based on precise metrics.

APPENDIX A: Labor-Management Forum Action Plan

Theme	Goal	Actions	Responsible Parties	Time Frame	
Governance	Goal 1: Establish Advisory Group		Archivist	3/31/2010	
		Brief management and union leadership	Human Resources Director, AFGE Council 260 National Vice President		
		Receive approval from Archivist to begin process for Labor Management Forums (LMFs)	Deputy Archivist		
		Establish and notify Advisory Group members	Archivist		
		Establish accountability and reporting requirements for LMFs	Archivist & Advisory Group		
	Goal 2: Establish and Equip Forum Design Group (FDG)			Advisory Group	Within 60 Days of approval from National Council of NARA LMF plan
		Establish a FDG Charter. Charter will determine purpose and scope of LMFs	Archivist & Advisory Group		
		Consult with union and management leadership on selection of members of the FDG	Advisory Group		
		Establish membership of FDG	Advisory Group		
		Establish purpose, scope, leadership, responsibilities, reporting process, and time requirements of FDG	Advisory Group		
		Conduct orientation / training for FDG	Advisory Group		
		Organize and plan initial meeting of FDG; including meeting date, details, and agenda	Advisory Group		
		Recommend themes for discussion to be addressed through the LMFs	Advisory Group	Ongoing	

Theme	Goal	Actions	Responsible Parties	Time Frame
Design	Goal 3: Develop Forum Design		FDG with approval from Advisory Group	Within 120 days of initial meeting of FDG
		Recommend LMF Committee Leadership to Advisory Group for approval	FDG	
		Establish LMF Committee Leadership, determine their purpose, scope, methodology, and vision for forums	FDG	
		Establish LMF Committee Leadership roles, responsibilities, jurisdiction, and reporting requirements	FDG	
		Coordinate orientation and training for LMF Committee Leadership	FDG	
		Determine composition of the LMF Committees, including employee and management attendance and participation	FDG	
		Identify responsibilities for determining LMF agendas, formats, and feedback mechanisms	FDG	
		Provide recommendations to Advisory Group on what organizational level(s) and in what geographic locations the LMFs should be held, as well as length and timing of forums based on the desired outcome and attendance / participation	FDG & Advisory Group	
		Determine the types of topics and facilitation styles to be included in the LMFs	FDG with approval from Advisory Group	
		Determine the types of topics that will not be included in the LMFs	FDG with approval from Advisory Group	
		Develop a strategy to ensure attendance by employees and managers	LMF Committee Leadership	
		Design a feedback process for the LMF Committee Leadership to provide information to FDG and Advisory Group that results in processes and approaches that improve participation, attendance, and morale during the LMFs	LMF Committee Leadership	

Theme	Goal	Actions	Responsible Parties	Time Frame
Design (Continued)	Goal 4: Establish Forum Protocols		FDG	Within 180 days of initial meeting of FDG
		Develop recommendations and protocols for the forums' purpose, frequency, life expectancy, agenda, format, and use of technology	FDG & Advisory Group	
		Conduct orientation/training for LMF Committee Leadership	FDG	
		Determine how participants will be provided with advice and follow-up information pertaining to the forums	LMF Committee Leadership	
		Determine how to communicate relevant information from forums NARA-wide	LMF Committee Leadership	
		Determine time to be allocated to the forums	FDG	

Theme	Goal	Actions	Responsible Parties	Time Frame
Implementation	Goal 5: Implement Forums		LMF Committee Leadership & FDG	Within 60 days of approval of established forum protocols
		Determine pre-meeting and post-meeting communication and protocols	LMF Committee Leadership & FDG	
		Develop a process to ensure employee input is integrated into future forums	LMF Committee Leadership & FDG	
		Present employee input process to Advisory Group for review, approval, funding, and implementation	FDG & Advisory Group	
		Determine who will provide the required internal and external resources to facilitate the LMFs, including funding, travel, and other logistics	LMF Committee Leadership & FDG	
		Identify technology and other tools available to enrich the participant experience and enhance participation in the forums	LMF Committee Leadership	
		Determine who will provide the technology and other related resources for the forums	LMF Committee Leadership & FDG	
		Identify dates, locations, and logistics for the first series of forums	LMF Committee Leadership	
		Determine participants for the first series of forums	LMF Committee Leadership	
		Extend invitations to participants for the first series of forums	LMF Committee Leadership	
		Confirm logistics for the first series of forums with FDG	LMF Committee Leadership & FDG	
		Launch the first series of forums	LMF Committee Leadership	

Theme	Goal	Actions	Responsible Parties	Time Frame
Assessment	Goal 6: Establish Metrics to Evaluate Forum Effectiveness		FDG & Advisory Group	Within 120 days from date of initial meeting of FDG
		Identify resources available to develop a system of measurement	Advisory Group	
		Develop a proposed system of assessment / measurement for labor relations outcomes that allows NARA to measure and document changes in employee satisfaction, manager satisfaction, and organizational performance resulting from the LMFs; and in accordance with Executive Order 13522 on ongoing basis	FDG	
		Present the proposed system of assessment / measurement to Advisory Group and other relevant stakeholders for feedback and approval	FDG & Advisory Group	
		Establish timeline for implementing approved system of assessment / measurement with logistical support from agency resources and support from agency stakeholders	FDG	
		Assign accountability for collecting internal and external data around measurement of labor relations activities and outcomes (e.g., Human Capital Survey, # of ULPs, Cost of Litigation, etc.)	Deputy Archivist	
		Determine feedback mechanism for evaluating forum leadership and effectiveness of LMFs	FDG	
		Review lessons learned from the forums and develop process for generating changes to the workplace and/or new approaches for labor and management	Advisory Group & FDG	