

Transition Report Recommendations of the National Council on Federal Labor-Management Relations

Introduction

On December 9, 2009, Executive Order 13522 (Creating Labor-Management Forums to Improve Delivery of Government Services) was issued. It established the National Council on Federal Labor-Management Relations (Council) to drive employee engagement throughout the federal executive branch by promoting a collaborative labor-management model.

E.O. 13522 was premised on the proposition that engaging the federal workforce would produce innovative approaches to organizational performance that improve mission accomplishment and the delivery of the highest quality service to the American public. In that regard, constructive collaboration between labor and management would provide opportunities for workforce engagement and the constructive resolution of workplace issues.

This report presents the Council's recommendations to the incoming President and his Administration to sustain these endeavors for the benefit of the country and its citizens.

1. Pre-Decisional Involvement (PDI) – Recognizing that the executive order supported “pre-decisional involvement” as a useful way to obtain employee input through their labor representatives on many agency matters, the incoming Administration should ensure that PDI is used to promote the effective implementation of changes and improvements for the American public.
2. Data-Driven Performance – The Council provided useful guidance to assist agency labor-management forums in establishing measurable goals and assessing progress. Maintaining a focus on results should continue with an emphasis on managing costs and achieving strategic agency objectives.
3. Training – Agencies should be required to invest in appropriate training on the executive order, because it can increase organizational productivity, help to generate cost savings, and improve agency responsiveness to the public. Resources of the Federal Mediation and Conciliation Service and the Federal Labor Relations Authority can be beneficial in that regard.
4. Communication – The Council's promotion of collaborative success stories and effective tools for management and labor representatives has enabled the parties to have a greater degree of focus on service delivery to the American public.
5. Leadership – To maximize this effort, revise the executive order to require that: appointees to Council have decision-making authority; one Council Co-Chair be a labor representative; and local forums receive the resources needed to facilitate the collaborative process.