

*A New Day for the Civil Service*

National Council on  
Federal Labor-Management Relations

*Discussion of Metrics and Guiding Principles*  
*February 26, 2010*

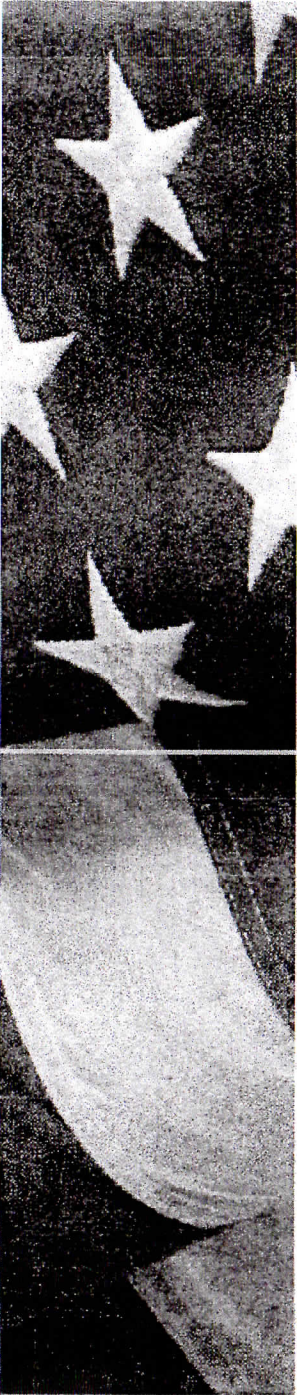


## Objective

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- Reach consensus on:
  - ✓ Metrics to help agencies and unions measure progress of labor-management forums and evaluate effectiveness and success
  - ✓ Guiding principles to serve as framework for labor-management forums
- Development of metrics is task specifically given to Council under Sec. 2 of EO
- Development of guiding principles is key component of Council's broad responsibility to support creation of effective labor-management forums





## Metrics should be focused on mission and workforce

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- Starting point for metrics discussion -- “Creation of labor-management forums *to improve the delivery of government services*”
- Policy preamble -- labor-management forums are place to *promote better labor relations, improve the productivity and effectiveness of the Federal Government, and deliver the highest quality services to the American people.*
- Under Sec. 2 of EO, metrics should promote “consistent, appropriate, and administratively efficient measures and evaluation across departments and agencies”



## Metrics for discussion

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*GOAL: Improve the agency's ability to deliver high quality products and services to the public*

METRICS

- Higher productivity
- Improved customer satisfaction
- Better service delivery
- Cost savings

*GOAL: Improve the quality of employee worklife*

METRICS

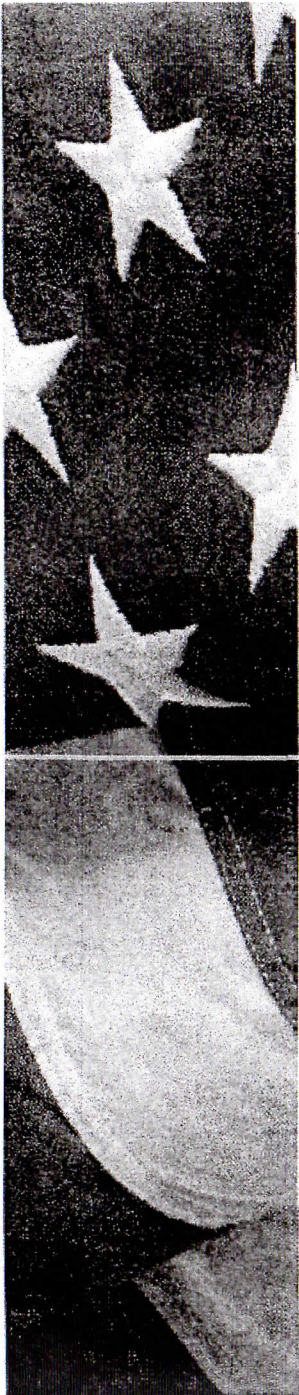
- Higher employee morale
- Greater job satisfaction
- Lower attrition rates

*GOAL: Improve the labor-management relations climate.*

METRICS

- Fewer grievances, bargaining disputes, and unfair labor practices
- Greater union and employee engagement in workplace decisions
- Expedited collective bargaining process
- Cost savings and/or cost avoidance





## Guiding principles for discussion

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- Engagement should contribute positively to the performance of the agency
- Engagement should promote the economic and workplace interests of employees and managers
- Engagement should operate with a clear charter that grants the parties broad authority to address issues that fall outside the scope of bargaining
- Engagement should address issues in a pre-decisional manner wherever possible
- Engagement teams should receive training in interest-based problem-solving and conflict resolution
- Engagement teams should use skilled facilitators at appropriate times
- Engagement teams should set goals, measure performance, and communicate results
- Managers and union representatives at all levels, especially high-ranking, should be committed to making engagement work, which means being personally engaged
- A cooperative approach to collective bargaining should be taken wherever possible so that adversarial relations at the negotiating table do not jeopardize the larger engagement process
- Engagement teams should include middle managers and labor relations specialists with the understanding that the role of the latter is not to obstruct but rather to contribute to the cooperative conduct of all forums of labor-management interaction