

## Appendix D

# Survey Responses by Role and Component

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\*NOTE: Navy and Marine Corps respondents were combined for analyses. Many National Guard respondents identified with the actual Component (e.g., Army, Air Force) rather than the National Guard. As a result, there were not enough ( $n > 10$ ) respondents across the groups from the National Guard who answered most questions to warrant inclusion in this appendix.

## Appendix D: Survey Responses by Role and Component

### Demographic Responses by Role and Component

#### Tenure with DoD

- Aligns with Question #3 in Appendix A
- Question intro stated “How many years have you been employed with DoD (in a civilian, military, National Guard, or Reserve capacity)?”

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 94)	Army (n = 103)	Navy (n = 144)	4 <sup>th</sup> Estate (n = 115)	AF (n = 88)	Army (n = 78)	Navy (n = 87)	4 <sup>th</sup> Estate (n = 43)	AF (n = 1225)	Army (n = 624)	Navy (n = 118)	4 <sup>th</sup> Estate (n = 427)
How many years have you been employed with DoD (in a civilian, military, National Guard, or Reserve capacity)?	Less Than 1 Year	0%	0%	0%	0%	1.1%	0%	1.1%	2.3%	0.1%	0%	0%	0.2%
	1-5 Years	2.1%	7.8%	6.9%	6.1%	8.0%	15.4%	28.7%	23.3%	2.5%	5.3%	1.7%	2.8%
	6 – 10 Years	12.8%	2.9%	13.2%	12.2%	9.1%	19.2%	11.5%	14.0%	6.4%	9.0%	3.4%	7.5%
	11-15 Years	16.0%	16.5%	9.0%	18.3%	9.1%	10.3%	9.2%	4.7%	5.2%	11.4%	6.8%	5.6%
	Over 15 Years	69.1%	72.8%	70.8%	63.5%	72.7%	55.1%	49.4%	55.8%	85.7%	74.4%	88.1%	83.8%

## Appendix D: Survey Responses by Role and Component

### Tenure with Agency

- Aligns with Question #4 in Appendix A
- Question intro stated "How many years have you been employed with your current agency?"

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 94)	Army (n = 102)	Navy (n = 145)	4 <sup>th</sup> Estate (n = 116)	AF (n = 88)	Army (n = 78)	Navy (n = 87)	4 <sup>th</sup> Estate (n = 43)	AF (n = 1225)	Army (n = 624)	Navy (n = 118)	4 <sup>th</sup> Estate (n = 427)
How many years have you been employed with your current agency?	Less Than 1 Year	0%	1.0%	0%	0%	5.7%	5.1%	5.7%	11.6%	3.4%	2.6%	1.7%	0.9%
	1-5 Years	8.5%	15.7%	18.6%	10.3%	20.5%	42.3%	35.2%	46.5%	16.9%	23.5%	10.0%	11.7%
	6 – 10 Years	21.3%	15.7%	17.9%	20.7%	14.8%	20.5%	15.9%	18.6%	17.2%	20.1%	11.7%	14.5%
	11-15 Years	25.5%	16.7%	15.9%	19.0%	11.4%	6.4%	13.6%	4.7%	11.2%	13.8%	17.5%	10.1%
	Over 15 Years	44.7%	51.0%	47.6%	50.0%	47.7%	25.6%	29.5%	18.6%	51.3%	39.9%	59.2%	62.8%

## Appendix D: Survey Responses by Role and Component

### Time Spent with Unions

- Aligns with Questions #7a and #7b in Appendix A
- Question intro for Union representatives stated “For how many years have you been involved in Union activities?”
- Question intro for supervisors stated “How many years have you supervised bargaining unit employees?”
- Supervisors selecting “I have not supervised bargaining unit employees” were excluded from all other analyses in this report

Item	Response	Union Representatives				Supervisors			
		AF (n = 94)	Army (n = 98)	Navy (n = 141)	4 <sup>th</sup> Estate (n = 109)	AF (n = 1230)	Army (n = 624)	Navy (n = 120)	4 <sup>th</sup> Estate (n = 430)
<b>Union representatives:</b> For how many years have you been involved in Union activities?	Less Than 1 Year	1.1%	4.1%	5.7%	0.9%	4.5%	3.7%	1.5%	4.3%
	1-5 Years	38.3%	32.7%	31.2%	19.3%	34.5%	40.3%	24.4%	38.3%
	6 – 10 Years	23.4%	22.4%	14.9%	25.7%	25.8%	20.6%	24.4%	22.7%
	11-15 Years	13.8%	14.3%	17.7%	18.3%	12.6%	11.4%	16.0%	13.8%
	Over 15 Years	23.4%	26.5%	30.5%	35.8%	16.2%	16.1%	25.2%	18.4%
<b>Supervisors:</b> How many years have you supervised bargaining unit employees?	I have not supervised bargaining unit employees (supervisors only)	N/A	N/A	N/A	N/A	6.4%	8.0%	8.4%	2.5%

## Appendix D: Survey Responses by Role and Component

### Level 1: Reaction / Attitude Responses by Role and Component

#### Shared Mission Index

- Aligns with items from Question #15 in Appendix A
- Question intro stated” To what extent do you agree or disagree with the following statements regarding labor–management relations in your organization?”
- Items were measured on a 5-point scale where 1 = “Strongly Disagree”; 2 =” Disagree”; 3= “Neither Agree Nor Disagree”; 4 = “Agree”; 5 = “Strongly Agree”.
- Respondents received an index score if they selected a number from 1 through 5 for at least 2 index items.
- Percent agreement is based on a combination of “Agree” and “Strongly Agree” responses. Percent disagreement is based on a combination of “Disagree” and “Strongly Disagree” responses.

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 85)	Army (n = 86)	Navy (n = 123)	4 <sup>th</sup> Estate (n = 104 to 105)	AF (n = 77)	Army (n = 71)	Navy (n = 77)	4 <sup>th</sup> Estate (n = 36 to 37)	AF (n = 924 to 926)	Army (n = 484 to 487)	Navy (n = 97)	4 <sup>th</sup> Estate (n = 349 to 351)
<b>Shared Mission Index</b>	<b>Average</b>	2.73	2.73	2.77	2.73	2.86	3.02	2.72	2.81	2.91	3.00	2.93	3.01
There is a strong sense of shared mission among management and Union leadership.	Agree	36.5%	33.7%	33.3%	34.3%	40.3%	39.4%	22.1%	32.4%	28.7%	30.2%	33.0%	32.9%
	Disagree	45.9%	41.9%	45.5%	48.6%	37.7%	28.2%	41.6%	43.2%	31.1%	27.5%	33.0%	28.9%
	<b>Average</b>	2.73	2.77	2.77	2.74	2.88	3.07	2.73	2.81	2.89	2.99	2.94	2.98
Management believes that the Union contributes positively to the DoD mission.	Agree	23.5%	20.9%	19.5%	25.0%	28.6%	32.4%	18.2%	19.4%	24.4%	26.7%	27.8%	29.6%
	Disagree	51.8%	58.1%	54.5%	52.9%	37.7%	38.0%	41.6%	38.9%	28.7%	27.6%	34.0%	22.8%
	<b>Average</b>	2.41	2.36	2.46	2.48	2.82	2.93	2.68	2.67	2.89	2.96	2.89	3.05

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Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 85)	Army (n = 86)	Navy (n = 123)	4 <sup>th</sup> Estate (n = 104 to 105)	AF (n = 77)	Army (n = 71)	Navy (n = 77)	4 <sup>th</sup> Estate (n = 36 to 37)	AF (n = 924 to 926)	Army (n = 484 to 487)	Navy (n = 97)	4 <sup>th</sup> Estate (n = 349 to 351)
The Union believes that Management contributes positively to the DoD mission.	Agree	41.2%	38.4%	38.2%	35.6%	28.6%	36.6%	19.5%	21.6%	21.4%	24.2%	26.8%	22.3%
	Disagree	27.1%	26.7%	26.8%	35.6%	36.4%	29.6%	35.1%	24.3%	22.6%	18.0%	25.8%	19.8%
	<b>Average</b>	3.05	3.07	3.09	2.96	2.87	3.07	2.75	2.95	2.95	3.06	2.97	3.01

## Appendix D: Survey Responses by Role and Component

### Reprisal Fear Index

- Aligns with items from Question #15 in Appendix A
- Question intro stated” To what extent do you agree or disagree with the following statements regarding labor–management relations in your organization?”
- Items were measured on a 5-point scale where 1 = “Strongly Disagree”; 2 =” Disagree”; 3= “Neither Agree Nor Disagree”; 4 = “Agree”; 5 = “Strongly Agree”.
- Respondents received an index score if they selected a number from 1 through 5 for at least 1 index item.
- Percent agreement is based on a combination of “Agree” and “Strongly Agree” responses. Percent disagreement is based on a combination of “Disagree” and “Strongly Disagree” responses.

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 85)	Army (n = 86)	Navy (n = 123)	4 <sup>th</sup> Estate (n = 105)	AF (n = 77)	Army (n = 71)	Navy (n = 76 to 77)	4 <sup>th</sup> Estate (n = 36 to 37)	AF (n = 923 to 925)	Army (n = 485 to 486)	Navy (n = 97)	4 <sup>th</sup> Estate (n = 350)
<b>Reprisal Fear Index</b>	<b>Average</b>	3.67	3.51	3.30	3.16	2.50	2.39	2.61	2.41	2.57	2.55	2.53	2.45
Officers and stewards in the Union fear that management will treat them negatively because of their position in the Union.	Agree	61.2%	54.7%	47.2%	37.1%	18.2%	16.9%	22.4%	16.7%	12.3%	10.7%	14.4%	10.0%
	Disagree	23.5%	24.4%	30.9%	36.2%	46.8%	57.7%	38.2%	50.0%	36.5%	39.6%	39.2%	44.3%
	<b>Average</b>	3.56	3.47	3.28	3.06	2.62	2.49	2.76	2.56	2.69	2.65	2.71	2.55
Employees fear reprisal for being active in the Union.	Agree	68.2%	59.3%	48.0%	48.6%	11.7%	12.7%	10.4%	8.1%	9.5%	9.7%	13.4%	8.3%
	Disagree	18.8%	23.3%	28.5%	35.2%	57.1%	66.2%	49.4%	67.6%	51.6%	52.7%	58.8%	58.9%
	<b>Average</b>	3.78	3.55	3.31	3.27	2.38	2.28	2.47	2.27	2.44	2.45	2.34	2.35

## Appendix D: Survey Responses by Role and Component

### Union Hostility Index

- Aligns with items from Question #18 in Appendix A
- Question intro stated” To what extent do you agree or disagree with the following statements regarding labor–management relations in your organization?”
- Items were measured on a 5-point scale where 1 = “Strongly Disagree”; 2 =” Disagree”; 3= “Neither Agree Nor Disagree”; 4 = “Agree”; 5 = “Strongly Agree”.
- Respondents received an index score if they selected a number from 1 through 5 for at least 2 index items.
- Percent agreement is based on a combination of “Agree” and “Strongly Agree” responses. Percent disagreement is based on a combination of “Disagree” and “Strongly Disagree” responses.

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 80 to 81)	Army (n = 86 to 87)	Navy (n = 115 to 116)	4 <sup>th</sup> Estate (n = 96 to 98)	AF (n = 70 to 71)	Army (n = 66)	Navy (n = 72 to 74)	4 <sup>th</sup> Estate (n = 33 to 35)	AF (n = 848 to 853)	Army (n = 449 to 451)	Navy (n = 92 to 93)	4 <sup>th</sup> Estate (n = 336 to 338)
<b>Union Hostility Index</b>	<b>Average</b>	2.02	1.99	1.99	1.99	3.01	2.72	3.35	3.03	2.90	2.83	2.96	2.82
The Union is hostile towards management.	Agree	4.9%	7.0%	6.9%	11.5%	25.7%	27.3%	42.5%	22.9%	16.9%	15.1%	25.8%	17.9%
	Disagree	75.3%	75.6%	77.6%	77.1%	41.4%	53.0%	23.3%	37.1%	34.6%	38.8%	35.5%	43.2%
	<b>Average</b>	2.01	2.02	2.03	2.13	2.89	2.65	3.30	2.89	2.79	2.72	2.91	2.71
The Union appears to dislike management.	Agree	14.8%	14.0%	13.9%	9.3%	33.8%	27.3%	47.2%	25.7%	23.2%	19.4%	31.2%	23.7%
	Disagree	55.6%	65.1%	63.5%	70.1%	40.8%	51.5%	19.4%	34.3%	29.9%	31.8%	33.3%	37.6%
	<b>Average</b>	2.44	2.33	2.30	2.20	3.04	2.76	3.42	3.00	2.93	2.84	3.02	2.84
The Union is more interested in opposing management than in “what is right.”	Agree	3.8%	3.5%	2.6%	7.2%	36.6%	24.2%	41.1%	30.3%	25.6%	22.7%	30.4%	23.5%
	Disagree	90.0%	90.7%	90.5%	88.7%	38.0%	47.0%	19.2%	15.2%	29.4%	30.0%	37.0%	35.4%
	<b>Average</b>	1.60	1.63	1.66	1.68	3.13	2.76	3.37	3.21	2.99	2.94	2.93	2.91

## Appendix D: Survey Responses by Role and Component

### Management Hostility Index

- Aligns with items from Question #18 in Appendix A
- Question intro stated” To what extent do you agree or disagree with the following statements regarding labor–management relations in your organization?”
- Items were measured on a 5-point scale where 1 = “Strongly Disagree”; 2 =” Disagree”; 3= “Neither Agree Nor Disagree”; 4 = “Agree”; 5 = “Strongly Agree”.
- Respondents received an index score if they selected a number from 1 through 5 for at least 2 index items.
- Percent agreement is based on a combination of “Agree” and “Strongly Agree” responses. Percent disagreement is based on a combination of “Disagree” and “Strongly Disagree” responses.

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 81)	Army (n = 86 to 87)	Navy (n = 114 to 116)	4 <sup>th</sup> Estate (n = 97 to 98)	AF (n = 71)	Army (n = 66)	Navy (n = 74)	4 <sup>th</sup> Estate (n = 35)	AF (n = 848 to 854)	Army (n = 449 to 452)	Navy (n = 92 to 93)	4 <sup>th</sup> Estate (n = 336 to 337)
<b>Management Hostility Index</b>	<b>Average</b>	3.23	3.21	3.10	3.04	2.46	2.38	2.60	2.31	2.60	2.58	2.57	2.50
Management is hostile towards the Union.	Agree	38.3%	39.5%	38.8%	36.1%	9.9%	15.2%	14.9%	2.9%	7.7%	7.3%	12.9%	8.9%
	Disagree	32.1%	29.1%	37.1%	40.2%	66.2%	65.2%	55.4%	77.1%	44.8%	46.0%	52.7%	53.0%
	<b>Average</b>	3.10	3.15	3.00	3.07	2.37	2.35	2.47	2.11	2.56	2.53	2.52	2.49
Management appears to dislike the Union.	Agree	55.6%	55.2%	50.9%	40.2%	21.1%	19.7%	25.7%	5.7%	14.4%	11.4%	18.3%	12.8%
	Disagree	22.2%	26.4%	33.3%	36.1%	49.3%	54.5%	32.4%	51.4%	36.4%	39.2%	38.7%	45.4%
	<b>Average</b>	3.49	3.38	3.18	3.16	2.75	2.56	2.91	2.51	2.74	2.66	2.77	2.62
Management is more interested in opposing the Union than in “what is right.”	Agree	40.7%	39.5%	43.1%	34.7%	7.0%	3.0%	10.8%	8.6%	6.2%	5.8%	10.9%	5.7%
	Disagree	38.3%	34.9%	37.9%	51.0%	69.0%	66.7%	52.7%	62.9%	45.2%	44.9%	53.3%	54.2%
	<b>Average</b>	3.11	3.09	3.12	2.87	2.25	2.23	2.43	2.31	2.51	2.55	2.42	2.40

## Appendix D: Survey Responses by Role and Component

### Mutual Trust Index

- Aligns with items from Question #18 in Appendix A
- Question intro stated” To what extent do you agree or disagree with the following statements regarding labor–management relations in your organization?”
- Items were measured on a 5-point scale where 1 = “Strongly Disagree”; 2 =” Disagree”; 3= “Neither Agree Nor Disagree”; 4 = “Agree”; 5 = “Strongly Agree”.
- Respondents received an index score if they selected a number from 1 through 5 for at least 1 index item.
- Percent agreement is based on a combination of “Agree” and “Strongly Agree” responses. Percent disagreement is based on a combination of “Disagree” and “Strongly Disagree” responses.

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 81)	Army (n = 85)	Navy (n = 114 to 116)	4 <sup>th</sup> Estate (n = 96 to 97)	AF (n = 70 to 71)	Army (n = 66)	Navy (n = 74)	4 <sup>th</sup> Estate (n = 35)	AF (n = 852 to 854)	Army (n = 449 to 451)	Navy (n = 92 to 93)	4 <sup>th</sup> Estate (n = 335 to 338)
<b>Mutual Trust Index</b>	<b>Average</b>	2.65	2.71	2.60	2.65	2.59	2.77	2.53	2.47	2.91	2.96	2.91	2.93
Managers trust Union representatives.	Agree	27.2%	27.1%	20.2%	31.3%	25.7%	24.2%	10.8%	11.4%	20.2%	21.8%	26.9%	24.2%
	Disagree	42.0%	40.0%	39.5%	39.6%	42.9%	34.8%	44.6%	48.6%	23.0%	21.8%	31.2%	24.5%
	<b>Average</b>	2.77	2.79	2.65	2.75	2.69	2.83	2.57	2.49	2.92	2.96	2.85	2.97
Union representatives trust managers	Agree	21.0%	23.0%	13.0%	21.6%	15.5%	21.2%	8.1%	8.6%	17.5%	20.0%	26.1%	19.6%
	Disagree	54.3%	48.3%	46.1%	51.5%	52.1%	42.4%	48.6%	51.4%	23.1%	21.1%	23.9%	27.3%
	<b>Average</b>	2.53	2.62	2.54	2.56	2.49	2.71	2.49	2.46	2.90	2.95	2.97	2.90

## Appendix D: Survey Responses by Role and Component

### Involvement in Discussions Index

- Aligns with items from Question #14 in Appendix A
- Question intro stated, “To what extent do you agree or disagree with the following statements regarding your involvement in labor-management discussions and negotiations?”
- All items were measured on a 5-point scale where 1 = “Strongly Disagree”; 2 = “Disagree”; 3= “Neither Agree Nor Disagree”; 4 = “Agree”; 5 = “Strongly Agree”.
- Individuals selecting a “Not Applicable” option were excluded from analysis.
- Respondents received an index score if they selected a number from 1 through 5 for at least 3 of the index items.
- Percent agreement is based on a combination of “Agree” and “Strongly Agree” responses. Percent disagreement is based on a combination of “Disagree” and “Strongly Disagree” responses.

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 78 to 81)	Army (n = 80 to 81)	Navy (n = 112 to 115)	4 <sup>th</sup> Estate (n = 102 to 104)	AF (n = 72 to 74)	Army (n = 58 to 60)	Navy (n = 62 to 67)	4 <sup>th</sup> Estate (n = 32 to 34)	AF (n = 663 to 692)	Army (n = 330 to 352)	Navy (n = 69 to 74)	4 <sup>th</sup> Estate (n = 225 to 244)
<b>Involvement in Discussions Index</b>	<b>Average</b>	3.29	3.41	3.28	3.59	3.90	4.13	3.94	3.96	3.23	3.29	3.13	3.41
My opinion is heard.	Agree	66.7%	62.5%	60.5%	75.7%	83.3%	86.4%	80.3%	88.2%	39.7%	41.7%	41.1%	55.7%
	Disagree	13.6%	23.8%	23.7%	18.4%	6.9%	5.1%	3.0%	2.9%	14.6%	14.9%	17.8%	13.9%
	<b>Average</b>	3.59	3.58	3.48	3.83	4.00	4.22	4.12	4.15	3.26	3.28	3.22	3.48
My opinion is respected.	Agree	48.1%	46.9%	48.2%	56.3%	80.6%	84.7%	71.2%	82.4%	36.1%	40.7%	42.5%	48.6%
	Disagree	28.4%	33.3%	34.2%	30.1%	9.7%	3.4%	9.1%	2.9%	14.7%	14.0%	17.8%	13.6%
	<b>Average</b>	3.17	3.21	3.16	3.40	3.94	4.19	3.97	4.03	3.22	3.30	3.21	3.42
I receive the information I need from those with whom I negotiate.	Agree	43.6%	50.0%	40.2%	51.0%	69.9%	67.2%	59.7%	62.5%	36.8%	35.5%	33.3%	48.4%
	Disagree	30.8%	25.0%	33.9%	28.4%	15.1%	17.2%	21.0%	15.6%	15.1%	17.9%	23.2%	15.1%
	<b>Average</b>	3.05	3.34	3.07	3.37	3.64	3.76	3.48	3.53	3.21	3.19	3.07	3.35

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 78 to 81)	Army (n = 80 to 81)	Navy (n = 112 to 115)	4 <sup>th</sup> Estate (n = 102 to 104)	AF (n = 72 to 74)	Army (n = 58 to 60)	Navy (n = 62 to 67)	4 <sup>th</sup> Estate (n = 32 to 34)	AF (n = 663 to 692)	Army (n = 330 to 352)	Navy (n = 69 to 74)	4 <sup>th</sup> Estate (n = 225 to 244)
I have the opportunity to offer relevant information.	Agree	66.3%	66.7%	68.4%	79.8%	85.1%	93.2%	82.1%	85.3%	41.9%	43.8%	37.8%	59.1%
	Disagree	20.0%	17.3%	16.7%	11.5%	6.8%	1.7%	7.5%	2.9%	14.8%	14.5%	21.6%	12.2%
	<b>Average</b>	3.49	3.73	3.61	3.94	4.05	4.34	4.06	4.09	3.28	3.35	3.12	3.52
My contributions are valued.	Agree	43.8%	49.4%	43.5%	51.5%	75.3%	76.7%	75.8%	79.4%	32.8%	39.3%	31.5%	46.7%
	Disagree	28.8%	30.9%	32.2%	30.1%	11.0%	3.3%	7.6%	2.9%	16.9%	15.2%	20.5%	15.0%
	<b>Average</b>	3.11	3.22	3.12	3.37	3.86	4.13	3.97	3.97	3.16	3.28	3.03	3.33

## Appendix D: Survey Responses by Role and Component

### Forum Perspectives

- Aligns with Question #13 in Appendix A
- Question intro stated, “Indicate which of the following statements best represents your perspective on how employees view joint labor-management forums/ committees.”
- Response options are listed in the “Response” column of the table.
- Only respondents who indicated in a previous question that they currently had a labor management forum were included in this analysis.

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 54)	Army (n = 63)	Navy (n = 90)	4 <sup>th</sup> Estate (n = 84)	AF (n = 51)	Army (n = 37)	Navy (n = 50)	4 <sup>th</sup> Estate (n = 21)	AF (n = 319)	Army (n = 163)	Navy (n = 40)	4 <sup>th</sup> Estate (n = 163)
Indicate which of the following statements best represents your perspective on how employees view joint labor-management forums/ committees.	Employees have a POSITIVE view of joint labor-management forums/committees.	29.6%	46.0%	43.3%	48.8%	11.8%	16.2%	22.0%	19.0%	30.7%	30.7%	20.0%	35.0%
	Employees have a NEGATIVE view of joint labor-management forums/committees.	14.8%	15.9%	11.1%	26.2%	2.0%	0%	8.0%	0%	14.7%	11.0%	25.0%	9.2%
	Employees are not aware of joint labor/management forums/committees.	38.9%	20.6%	32.2%	15.5%	37.3%	45.9%	42.0%	23.8%	20.7%	19.0%	12.5%	20.2%
	I am not familiar with the employees’ view of labor-management forums/committees	16.7%	17.5%	13.3%	9.5%	49.0%	37.8%	28.0%	57.1%	33.9%	39.3%	42.5%	35.6%

## Appendix D: Survey Responses by Role and Component

### Other Attitudes

- Aligns with items from Questions #15 and #18 in Appendix A
- Question intro stated” To what extent do you agree or disagree with the following statements regarding labor–management relations in your organization?”
- Items were measured on a 5-point scale where 1 = “Strongly Disagree”; 2 =” Disagree”; 3= “Neither Agree Nor Disagree”; 4 = “Agree”; 5 = “Strongly Agree”.
- Percent agreement is based on a combination of “Agree” and “Strongly Agree” responses. Percent disagreement is based on a combination of “Disagree” and “Strongly Disagree” responses.

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 80 to 85)	Army (n = 85 to 87)	Navy (n = 116 to 122)	4 <sup>th</sup> Estate (n = 97 to 105)	AF (n = 71 to 77)	Army (n = 66 to 71)	Navy (n = 74 to 77)	4 <sup>th</sup> Estate (n = 35 to 37)	AF (n = 848 to 924)	Army (n = 449 to 480)	Navy (n = 92 to 97)	4 <sup>th</sup> Estate (n = 335 to 345)
I have sufficient time to perform my role in labor-management relations activities.	Agree	42.4%	50.0%	48.4%	42.9%	37.7%	56.3%	49.4%	43.2%	28.2%	24.2%	24.7%	32.2%
	Disagree	40.0%	26.7%	27.0%	38.1%	41.6%	23.9%	29.9%	24.3%	14.1%	12.5%	19.6%	14.2%
	<b>Average</b>	2.91	3.27	3.19	2.95	2.86	3.35	3.26	3.38	3.14	3.15	3.05	3.19
The Union has respect for management’s goals.	Agree	83.8%	81.6%	78.4%	77.6%	39.4%	51.5%	24.3%	25.7%	30.7%	35.9%	38.7%	39.8%
	Disagree	2.5%	1.1%	7.8%	7.1%	33.8%	18.2%	32.4%	28.6%	20.8%	15.5%	25.8%	18.9%
	<b>Average</b>	3.93	4.02	3.88	3.84	2.99	3.35	2.84	2.94	3.06	3.18	3.10	3.19
Management has respect for the Union’s goals.	Agree	18.5%	25.3%	23.3%	30.6%	39.4%	53.0%	44.6%	34.3%	36.2%	41.6%	37.6%	48.4%
	Disagree	55.6%	42.5%	47.4%	41.8%	19.7%	15.2%	16.2%	22.9%	10.8%	8.4%	17.2%	9.1%
	<b>Average</b>	2.44	2.70	2.65	2.79	3.15	3.41	3.32	3.11	3.25	3.35	3.20	3.40

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 80 to 85)	Army (n = 85 to 87)	Navy (n = 116 to 122)	4 <sup>th</sup> Estate (n = 97 to 105)	AF (n = 71 to 77)	Army (n = 66 to 71)	Navy (n = 74 to 77)	4 <sup>th</sup> Estate (n = 35 to 37)	AF (n = 848 to 924)	Army (n = 449 to 480)	Navy (n = 92 to 97)	4 <sup>th</sup> Estate (n = 335 to 345)
In general, the Union is receptive to change.	Agree	74.1%	81.2%	77.6%	74.2%	39.4%	50.0%	14.9%	20.0%	24.2%	23.8%	28.0%	29.0%
	Disagree	3.7%	4.7%	6.9%	5.2%	36.6%	28.8%	50.0%	34.3%	25.2%	22.7%	37.6%	21.5%
	<b>Average</b>	3.80	3.87	3.83	3.78	2.92	3.20	2.50	2.77	2.93	2.96	2.81	3.03
In general, Management is receptive to change.	Agree	27.2%	36.0%	30.2%	34.7%	67.6%	68.2%	52.7%	48.6%	41.5%	40.4%	47.8%	46.0%
	Disagree	34.6%	41.9%	44.8%	37.8%	8.5%	15.2%	12.2%	11.4%	10.9%	10.7%	18.5%	11.9%
	<b>Average</b>	2.77	2.83	2.76	2.85	3.59	3.53	3.47	3.43	3.31	3.32	3.29	3.36
The quality of the labor-management relationship matters to me.	Agree	92.6%	100%	94.0%	98.0%	97.2%	92.5%	85.1%	85.7%	60.7%	62.6%	69.9%	74.6%
	Disagree	2.5%	0%	0.9%	1.0%	0%	4.5%	0%	2.9%	3.6%	3.5%	8.6%	2.1%
	<b>Average</b>	4.54	4.66	4.54	4.70	4.44	4.30	4.24	4.14	3.72	3.74	3.75	3.89

## Appendix D: Survey Responses by Role and Component

### Forum Participation

- Aligns with Question #13 in Appendix A
- Percent agreement is based on a combination of “Agree” and “Strongly Agree” responses. Percent disagreement is based on a combination of “Disagree” and “Strongly Disagree” responses.
- Question intro stated, “Indicate which of the following statements best represents your perspective on joint labor-management forums/committees.” Response options are listed in “Response” column
- Only respondents who indicated in a previous question that they currently had a labor management forum were included in this analysis.

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 53)	Army (n = 63)	Navy (n = 90)	4 <sup>th</sup> Estate (n = 85)	AF (n = 49)	Army (n = 37)	Navy (n = 50)	4 <sup>th</sup> Estate (n = 21)	AF (n = 319)	Army (n = 163)	Navy (n = 39)	4 <sup>th</sup> Estate (n = 164)
Indicate which of the following statements best represents your perspective on joint labor-management forums/committees.	Both Union representative(s) and managers have freedom to put forth ideas in labor-management forums/committee	73.6%	82.5%	81.1%	76.5%	95.9%	97.3%	80.0%	95.2%	61.8%	59.5%	64.1%	69.5%
	Only the Union representative(s) have freedom to put forth ideas in labor-management forums/committee	1.9%	0%	3.3%	2.4%	2.0%	0%	10.0%	4.8%	9.4%	9.2%	10.3%	3.7%
	Only managers have freedom to put forth ideas in labor-management forums/committees	15.1%	4.8%	8.9%	12.9%	0%	0%	0%	0%	0%	0.6%	0%	1.2%

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 53)	Army (n = 63)	Navy (n = 90)	4 <sup>th</sup> Estate (n = 85)	AF (n = 49)	Army (n = 37)	Navy (n = 50)	4 <sup>th</sup> Estate (n = 21)	AF (n = 319)	Army (n = 163)	Navy (n = 39)	4 <sup>th</sup> Estate (n = 164)
Indicate which of the following statements best represents your perspective on joint labor-management forums/committees.	Neither the Union representative(s) nor managers have freedom to put forth ideas in labor-management forums/committee	1.9%	0%	1.1%	3.5%	0.0%	2.7%	0%	0.0%	2.8%	3.1%	2.6%	1.2%
	I am not familiar with labor-management forums/committees	7.5%	12.7%	5.6%	4.7%	2.0%	0%	10.0%	0%	26.0%	27.6%	23.1%	24.4%

## Appendix D: Survey Responses by Role and Component

### Relationship Cooperativeness

- Aligns with Question #17 in Appendix A
- Question intro stated, “Overall, I would characterize the labor-management relations climate in my workplace as:”
- Items were measured on a 3-point scale, where: 1 = “Cooperative on Most Issues”; 2 = “Equally as Cooperative as Adversarial”; and 3 = “Adversarial on Most Issues”
- Lower “Average” indicates a belief in a more cooperative relationship

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 85)	Army (n = 86)	Navy (n = 123)	4 <sup>th</sup> Estate (n = 106)	AF (n = 76)	Army (n = 72)	Navy (n = 75)	4 <sup>th</sup> Estate (n = 37)	AF (n = 912)	Army (n = 475)	Navy (n = 97)	4 <sup>th</sup> Estate (n = 342)
Overall, I would characterize the labor-management relations climate in my workplace as:	Cooperative on Most Issues	25.9%	31.4%	30.9%	40.6%	48.7%	56.9%	29.3%	43.2%	48.8%	48.8%	45.4%	51.2%
	Equally as Cooperative as Adversarial	40.0%	27.9%	35.8%	29.2%	30.3%	22.2%	49.3%	54.1%	36.7%	34.5%	36.1%	33.6%
	Adversarial on Most Issues	34.1%	40.7%	33.3%	30.2%	21.1%	20.8%	21.3%	2.7%	14.5%	16.6%	18.6%	15.2%
	<b>Average</b>	2.08	2.09	2.02	1.90	1.72	1.64	1.92	1.59	1.66	1.68	1.73	1.64

## Appendix D: Survey Responses by Role and Component

### Level 2: Learning / Knowledge Responses by Role and Component

#### Training Index

- Aligns with items from Question #20 in Appendix A
- Question intro stated “How sufficient has your training (i.e., formal and informal management and/or Union-sponsored training or information received) been in the areas below?”
- Items were measured on a 3-point scale where 1 = “Insufficient”; 2 = “Sufficient”; 3= “More Than Sufficient”. There was also an “I don’t know” option, which excluded responses from analysis.
- Respondents received an index score if they selected a number from 1 through 3 for at least 3 index items.
- Percent “Sufficient or More” is based on a combination of “Sufficient” and “More Than Sufficient” responses.

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 79 to 81)	Army (n = 82)	Navy (n = 118 to 119)	4 <sup>th</sup> Estate (n = 100 to 102)	AF (n = 68 to 70)	Army (n = 68 to 69)	Navy (n = 69 to 71)	4 <sup>th</sup> Estate (n = 35)	AF (n = 826 to 828)	Army (n = 442 to 445)	Navy (n = 89 to 90)	4 <sup>th</sup> Estate (n = 329 to 333)
<b>Training Index</b>	<b>Average</b>	1.70	1.64	1.63	1.66	2.00	1.96	2.09	2.17	1.62	1.56	1.54	1.69
Labor statutes	Insufficient	35.8%	40.2%	38.1%	34.0%	10.0%	13.2%	9.9%	8.6%	31.1%	35.4%	39.3%	28.8%
	Sufficient or More	59.3%	50.0%	51.7%	61.0%	82.9%	73.5%	84.5%	77.1%	39.4%	35.6%	37.1%	47.4%
	I Don't Know	4.9%	9.8%	10.2%	5.0%	7.1%	13.2%	5.6%	14.3%	29.5%	29.1%	23.6%	23.7%
	<b>Average</b>	1.71	1.65	1.66	1.77	2.09	2.07	2.18	2.23	1.62	1.56	1.49	1.65
The collective bargaining agreement	Insufficient	27.2%	32.9%	31.9%	26.7%	5.8%	11.6%	10.1%	2.9%	29.3%	31.5%	34.4%	24.7%
	Sufficient or More	70.4%	57.3%	59.7%	69.3%	88.4%	76.8%	81.2%	77.1%	43.8%	41.3%	46.7%	55.7%
	I Don't Know	2.5%	9.8%	8.4%	4.0%	5.8%	11.6%	8.7%	20.0%	27.0%	27.2%	18.9%	19.6%
	<b>Average</b>	1.86	1.76	1.74	1.96	2.23	2.13	2.16	2.39	1.68	1.64	1.63	1.78

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 79 to 81)	Army (n = 82)	Navy (n = 118 to 119)	4 <sup>th</sup> Estate (n = 100 to 102)	AF (n = 68 to 70)	Army (n = 68 to 69)	Navy (n = 69 to 71)	4 <sup>th</sup> Estate (n = 35)	AF (n = 826 to 828)	Army (n = 442 to 445)	Navy (n = 89 to 90)	4 <sup>th</sup> Estate (n = 329 to 333)
Alternative dispute resolution	Insufficient	39.5%	46.3%	41.2%	42.2%	20.0%	29.0%	18.3%	25.7%	28.7%	31.0%	31.1%	24.8%
	Sufficient or More	56.8%	46.3%	47.9%	50.0%	70.0%	52.2%	71.8%	60.0%	43.9%	41.1%	52.2%	57.0%
	I Don't Know	3.7%	7.3%	10.9%	7.8%	10.0%	18.8%	9.9%	14.3%	27.4%	27.9%	16.7%	18.2%
	<b>Average</b>	1.73	1.58	1.64	1.69	1.92	1.80	2.03	2.10	1.71	1.63	1.69	1.79
Interest-based bargaining	Insufficient	37.0%	45.1%	43.5%	46.1%	21.4%	26.1%	15.7%	22.9%	34.3%	36.4%	50.6%	33.2%
	Sufficient or More	51.9%	42.7%	37.4%	41.2%	68.6%	55.1%	71.4%	62.9%	32.0%	27.4%	24.7%	33.8%
	I Don't Know	11.1%	12.2%	19.1%	12.7%	10.0%	18.8%	12.9%	14.3%	33.8%	36.2%	24.7%	32.9%
	<b>Average</b>	1.71	1.61	1.57	1.57	1.90	1.84	2.00	2.00	1.54	1.46	1.36	1.56
Work processes	Insufficient	40.0%	35.4%	39.0%	47.5%	10.3%	13.0%	14.3%	11.4%	28.1%	31.9%	32.6%	26.1%
	Sufficient or More	51.3%	52.4%	45.8%	41.6%	79.4%	58.0%	71.4%	71.4%	42.1%	38.9%	49.4%	49.8%
	I Don't Know	8.8%	12.2%	15.3%	10.9%	10.3%	29.0%	14.3%	17.1%	29.7%	29.2%	18.0%	24.0%
	<b>Average</b>	1.64	1.67	1.60	1.52	2.07	2.04	2.07	2.10	1.69	1.61	1.66	1.72

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 79 to 81)	Army (n = 82)	Navy (n = 118 to 119)	4 <sup>th</sup> Estate (n = 100 to 102)	AF (n = 68 to 70)	Army (n = 68 to 69)	Navy (n = 69 to 71)	4 <sup>th</sup> Estate (n = 35)	AF (n = 826 to 828)	Army (n = 442 to 445)	Navy (n = 89 to 90)	4 <sup>th</sup> Estate (n = 329 to 333)
Executive Order 13522, entitled “Creating Labor-Management Forums to Improve Delivery of Government Services”	Insufficient	54.4%	48.8%	49.6%	54.9%	28.6%	24.6%	15.7%	14.3%	39.2%	42.8%	49.4%	37.5%
	Sufficient or More	38.0%	36.6%	31.9%	28.4%	58.6%	60.9%	77.1%	71.4%	23.1%	19.9%	25.8%	27.8%
	I Don’t Know	7.6%	14.6%	18.5%	16.7%	12.9%	14.5%	7.1%	14.3%	37.7%	37.3%	24.7%	34.7%
	<b>Average</b>	1.49	1.49	1.51	1.38	1.80	1.88	2.08	2.27	1.42	1.35	1.39	1.46

## Appendix D: Survey Responses by Role and Component

### Knowledge Index

- Aligns with items from Question #21 in Appendix A
- Question intro stated “How much knowledge do you have regarding the following topics?”
- Items were measured on a 3-point scale where 1 = “No Knowledge”; 2 = “Some Knowledge”; 3 = “A Lot of Knowledge”.
- Respondents received an index score if they selected a number from 1 through 3 for at least 3 index items.

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 80 to 81)	Army (n = 80 to 82)	Navy (n = 119)	4 <sup>th</sup> Estate (n = 101 to 102)	AF (n = 69 to 70)	Army (n = 69 to 70)	Navy (n = 71 to 73)	4 <sup>th</sup> Estate (n = 35)	AF (n = 827 to 831)	Army (n = 445 to 447)	Navy (n = 89 to 90)	4 <sup>th</sup> Estate (n = 332 to 334)
<b>Knowledge Index</b>	<b>Average</b>	2.29	2.21	2.21	2.18	2.65	2.64	2.65	2.76	1.89	1.88	1.93	1.98
Bargaining rights	No Knowledge	3.7%	7.3%	5.9%	5.9%	0%	2.9%	0%	0%	17.6%	21.0%	15.7%	13.8%
	Some Knowledge	50.6%	53.7%	52.1%	50.0%	25.7%	30.0%	31.5%	22.9%	69.6%	65.5%	73.0%	70.3%
	A Lot of Knowledge	45.7%	39.0%	42.0%	44.1%	74.3%	67.1%	68.5%	77.1%	12.8%	13.4%	11.2%	15.9%
	<b>Average</b>	2.42	2.32	2.36	2.38	2.74	2.64	2.68	2.77	1.95	1.92	1.96	2.02
Bargaining processes	No Knowledge	6.3%	6.1%	11.8%	7.8%	0%	2.9%	1.4%	0%	20.3%	24.2%	20.0%	18.1%
	Some Knowledge	53.8%	57.3%	50.4%	52.9%	28.6%	34.3%	34.2%	22.9%	68.5%	63.0%	67.8%	67.5%
	A Lot of Knowledge	40.0%	36.6%	37.8%	39.2%	71.4%	62.9%	64.4%	77.1%	11.2%	12.8%	12.2%	14.5%
	<b>Average</b>	2.34	2.30	2.26	2.31	2.71	2.60	2.63	2.77	1.91	1.89	1.92	1.96

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 80 to 81)	Army (n = 80 to 82)	Navy (n = 119)	4 <sup>th</sup> Estate (n = 101 to 102)	AF (n = 69 to 70)	Army (n = 69 to 70)	Navy (n = 71 to 73)	4 <sup>th</sup> Estate (n = 35)	AF (n = 827 to 831)	Army (n = 445 to 447)	Navy (n = 89 to 90)	4 <sup>th</sup> Estate (n = 332 to 334)
Labor law and policies	No Knowledge	7.4%	12.5%	15.1%	9.8%	0%	0%	2.7%	0%	18.4%	19.3%	13.3%	16.6%
	Some Knowledge	61.7%	63.8%	54.6%	74.5%	34.3%	37.1%	30.1%	28.6%	72.3%	70.0%	75.6%	74.4%
	A Lot of Knowledge	30.9%	23.8%	30.3%	15.7%	65.7%	62.9%	67.1%	71.4%	9.3%	10.8%	11.1%	9.0%
	<b>Average</b>	2.23	2.11	2.15	2.06	2.66	2.63	2.64	2.71	1.91	1.91	1.98	1.92
The current collective bargaining agreement	No Knowledge	2.5%	4.9%	2.5%	2.0%	1.4%	1.4%	4.2%	2.9%	19.4%	20.4%	15.6%	11.8%
	Some Knowledge	38.3%	41.5%	47.9%	44.6%	14.5%	12.9%	23.9%	14.3%	63.8%	60.0%	70.0%	59.2%
	A Lot of Knowledge	59.3%	53.7%	49.6%	53.5%	84.1%	85.7%	71.8%	82.9%	16.8%	19.6%	14.4%	29.0%
	<b>Average</b>	2.57	2.49	2.47	2.51	2.83	2.84	2.68	2.80	1.97	1.99	1.99	2.17
DoD personnel policies	No Knowledge	3.7%	8.5%	12.6%	7.8%	1.4%	0%	0%	0%	11.0%	11.2%	10.0%	4.5%
	Some Knowledge	66.7%	65.9%	63.9%	70.6%	36.2%	28.6%	30.1%	14.3%	68.9%	69.1%	62.2%	67.4%
	A Lot of Knowledge	29.6%	25.6%	23.5%	21.6%	62.3%	71.4%	69.9%	85.7%	20.1%	19.7%	27.8%	28.1%
	<b>Average</b>	2.26	2.17	2.11	2.14	2.61	2.71	2.70	2.86	2.09	2.09	2.18	2.24

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 80 to 81)	Army (n = 80 to 82)	Navy (n = 119)	4 <sup>th</sup> Estate (n = 101 to 102)	AF (n = 69 to 70)	Army (n = 69 to 70)	Navy (n = 71 to 73)	4 <sup>th</sup> Estate (n = 35)	AF (n = 827 to 831)	Army (n = 445 to 447)	Navy (n = 89 to 90)	4 <sup>th</sup> Estate (n = 332 to 334)
Executive Order 13522, entitled “Creating Labor-Management Forums to Improve Delivery of Government Services”	No Knowledge	22.2%	33.3%	31.9%	43.1%	4.3%	5.8%	4.1%	5.7%	55.2%	56.8%	47.8%	50.6%
	Some Knowledge	64.2%	48.1%	47.9%	44.1%	57.1%	49.3%	34.2%	25.7%	42.0%	40.0%	47.8%	44.0%
	A Lot of Knowledge	13.6%	18.5%	20.2%	12.7%	38.6%	44.9%	61.6%	68.6%	2.8%	3.1%	4.4%	5.4%
	<b>Average</b>	1.91	1.85	1.88	1.70	2.34	2.39	2.58	2.63	1.48	1.46	1.57	1.55

## Appendix D: Survey Responses by Role and Component

### Forum Awareness

- Aligns with Question #10 in Appendix A
- Question intro stated, “Are you aware of the labor-management forums created by Executive Order 13522, entitled 'Creating Labor-Management Forums to Improve Delivery of Government Services'?”
- Response options were: “Yes” or “No”

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 90)	Army (n = 94)	Navy (n = 132)	4 <sup>th</sup> Estate (n = 112)	AF (n = 81)	Army (n = 74)	Navy (n = 84)	4 <sup>th</sup> Estate (n = 39)	AF (n = 1057)	Army (n = 543)	Navy (n = 108)	4 <sup>th</sup> Estate (n = 377)
Are you aware of the labor-management forums created by Executive Order 13522, entitled 'Creating Labor-Management Forums to Improve Delivery of Government Services'?	Yes	70.0%	66.0%	69.7%	58.9%	96.3%	95.9%	96.4%	87.2%	29.0%	29.5%	36.1%	35.8%
	No	30.0%	34.0%	30.3%	41.1%	3.7%	4.1%	3.6%	12.8%	71.0%	70.5%	63.9%	64.2%

## Appendix D: Survey Responses by Role and Component

### Joint Training

- Aligns with Question #19 in Appendix A
- Question intro stated, “Have Union representatives and management in your workplace received joint training?”
- Response options were: “Yes”, “No”, and “I don’t know”

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 79)	Army (n = 81)	Navy (n = 119)	4 <sup>th</sup> Estate (n = 102)	AF (n = 69)	Army (n = 67)	Navy (n = 71)	4 <sup>th</sup> Estate (n = 35)	AF (n = 818)	Army (n = 434)	Navy (n = 88)	4 <sup>th</sup> Estate (n = 328)
Have Union representatives and management in your workplace received joint training?	Yes	43.0%	38.3%	42.9%	48.0%	50.7%	50.7%	57.7%	60.0%	18.1%	17.5%	23.9%	28.0%
	No	46.8%	49.4%	38.7%	43.1%	42.0%	31.3%	19.7%	20.0%	18.2%	28.8%	22.7%	21.0%
	I don’t know	10.1%	12.3%	18.5%	8.8%	7.2%	17.9%	22.5%	20.0%	63.7%	53.7%	53.4%	50.9%

## Appendix D: Survey Responses by Role and Component

### Level 3: Behavior Responses by Role and Component

#### Cooperative Management Behavior Index

- Aligns with items from Questions #23, #25, and #18 in Appendix A
- Question intro for items 1 thru 5 stated, “How often do the following occur in your workplace?”
- Question intro for Items 6 thru 14 stated, “How often are the following reflected in your workplace?”
- Question intro for item 15 stated” To what extent do you agree or disagree with the following statements regarding labor–management relations in your organization?”
- Items 1 thru 5 were measured on a 5-point scale where 1 = “Never”; 2 =” Rarely”; 3= “Sometimes”; 4 = “Often”; 5 = “All of the Time”. There was also a “Not Applicable” option, which excluded responses from analysis.
- Items 6 thru 14 were measured on a 5-point scale where 1 = “Never”; 2 =” Rarely”; 3= “Sometimes”; 4 = “Often”; 5 = “All of the Time”. There was also an “I don’t know” option, which excluded responses from analysis.
- Item 15 was measured on a 5-point scale where 1 = “Strongly Disagree”; 2 =” Disagree”; 3= “Neither Agree Nor Disagree”; 4 = “Agree”; 5 = “Strongly Agree”.
- Respondents received an index score if they selected a number from 1 through 5 for at least 8 of the index items.
- Percents are based on a combination of Never/Rarely and Often/All of the Time responses for Items 1 thru 14. For Item 15, percent agreement is based on “Agree” and “Strongly Agree” responses. Percent disagreement is based on “Disagree” and “Strongly Disagree” responses.

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 74 to 81)	Army (n = 75 to 87)	Navy (n = 99 to 116)	4 <sup>th</sup> Estate (n = 91 to 100)	AF (n = 58 to 71)	Army (n = 56 to 66)	Navy (n = 55 to 74)	4 <sup>th</sup> Estate (n = 24 to 35)	AF (n = 424 to 853)	Army (n = 238 to 450)	Navy (n = 53 to 93)	4 <sup>th</sup> Estate (n = 178 to 339)
<b>Cooperative Management Behavior Index</b>	<b>Average</b>	2.78	2.84	2.89	3.05	3.61	3.61	3.49	3.58	3.50	3.53	3.54	3.67
Management tries to cooperate with the Union.	Never/Rarely	26.9%	24.1%	27.0%	21.0%	1.5%	4.6%	3.4%	0%	5.4%	5.4%	8.5%	2.5%
	Often/ All the Time	28.2%	27.8%	33.3%	41.0%	74.6%	76.9%	62.1%	79.3%	64.2%	63.6%	66.2%	73.7%
	<b>Average</b>	3.00	3.04	3.12	3.26	3.96	3.83	3.69	3.97	3.76	3.73	3.73	3.92

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 74 to 81)	Army (n = 75 to 87)	Navy (n = 99 to 116)	4 <sup>th</sup> Estate (n = 91 to 100)	AF (n = 58 to 71)	Army (n = 56 to 66)	Navy (n = 55 to 74)	4 <sup>th</sup> Estate (n = 24 to 35)	AF (n = 424 to 853)	Army (n = 238 to 450)	Navy (n = 53 to 93)	4 <sup>th</sup> Estate (n = 178 to 339)
Managers go the extra mile to make the labor-management relationship more collaborative.	Never/Rarely	59.2%	48.8%	49.5%	45.0%	10.9%	12.5%	5.2%	6.9%	12.0%	10.2%	12.1%	8.0%
	Often/ All the Time	11.8%	11.3%	14.7%	25.0%	54.7%	50.0%	46.6%	48.3%	53.4%	56.3%	53.0%	59.1%
	<b>Average</b>	2.42	2.54	2.55	2.64	3.55	3.41	3.52	3.55	3.52	3.56	3.56	3.69
Management accepts the Union's position when the Union is right.	Never/Rarely	30.8%	32.9%	34.2%	24.5%	1.5%	1.5%	5.2%	3.4%	6.8%	5.7%	6.0%	3.2%
	Often/ All the Time	29.5%	27.8%	29.7%	36.7%	65.2%	72.3%	43.1%	72.4%	63.0%	62.0%	50.7%	66.1%
	<b>Average</b>	2.99	2.96	3.01	3.16	3.79	3.78	3.40	3.90	3.74	3.71	3.57	3.83
In dealing with formal grievances, management tries to understand the Union's side.	Never/Rarely	31.6%	31.6%	31.2%	33.3%	4.6%	4.8%	3.4%	3.7%	7.0%	6.7%	7.4%	3.1%
	Often/ All the Time	27.6%	26.6%	36.7%	33.3%	60.0%	60.3%	54.2%	63.0%	56.0%	57.3%	57.4%	67.4%
	<b>Average</b>	2.93	2.94	3.08	2.90	3.71	3.65	3.69	3.74	3.60	3.63	3.63	3.79
Management quarrels with the Union over minor issues.	Never/Rarely	25.0%	24.7%	39.4%	47.4%	50.7%	48.4%	43.1%	51.7%	50.9%	50.8%	50.8%	56.3%
	Often/ All the Time	26.3%	31.2%	26.6%	16.5%	6.0%	4.7%	10.3%	17.2%	10.1%	7.7%	11.1%	8.9%
	<b>Average</b>	3.03	3.14	2.81	2.61	2.49	2.53	2.59	2.66	2.52	2.48	2.48	2.45

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 74 to 81)	Army (n = 75 to 87)	Navy (n = 99 to 116)	4 <sup>th</sup> Estate (n = 91 to 100)	AF (n = 58 to 71)	Army (n = 56 to 66)	Navy (n = 55 to 74)	4 <sup>th</sup> Estate (n = 24 to 35)	AF (n = 424 to 853)	Army (n = 238 to 450)	Navy (n = 53 to 93)	4 <sup>th</sup> Estate (n = 178 to 339)
Management implements Union suggestions in the way that they were intended to be implemented.	Never/Rarely	36.5%	32.9%	41.4%	25.3%	0%	1.8%	7.3%	8.3%	9.9%	8.0%	7.3%	6.7%
	Often/ All the Time	14.9%	29.1%	22.2%	22.1%	48.3%	58.9%	45.5%	66.7%	50.2%	52.5%	45.5%	61.2%
	<b>Average</b>	2.73	2.97	2.78	2.96	3.53	3.64	3.42	3.71	3.48	3.53	3.51	3.63
Management implements Union suggestions when they are appropriate.	Never/Rarely	35.1%	28.2%	36.3%	23.2%	0%	4.8%	5.4%	15.4%	10.9%	7.2%	8.6%	4.7%
	Often/ All the Time	10.8%	24.4%	25.5%	37.9%	54.7%	59.7%	57.1%	65.4%	52.0%	54.4%	53.4%	64.2%
	<b>Average</b>	2.72	2.95	2.87	3.16	3.56	3.60	3.55	3.58	3.51	3.55	3.57	3.68
In dealing with the Union, management attempts to find solutions that are acceptable to both parties.	Never/Rarely	34.2%	29.5%	38.7%	25.5%	1.5%	4.6%	3.5%	6.9%	10.0%	6.8%	9.5%	4.9%
	Often/ All the Time	19.7%	19.2%	29.2%	30.9%	77.3%	76.9%	66.7%	62.1%	56.2%	59.7%	63.5%	69.5%
	<b>Average</b>	2.83	2.92	2.94	3.05	3.88	3.82	3.67	3.72	3.54	3.62	3.68	3.80
Management listens to the Union's ideas.	Never/Rarely	27.3%	23.8%	23.4%	17.2%	1.5%	4.6%	6.9%	6.9%	9.6%	7.8%	11.5%	5.6%
	Often/ All the Time	27.3%	28.8%	39.3%	45.2%	56.1%	69.2%	56.9%	48.3%	51.4%	51.8%	60.7%	62.4%
	<b>Average</b>	3.04	3.09	3.27	3.38	3.68	3.75	3.57	3.48	3.49	3.52	3.56	3.70

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 74 to 81)	Army (n = 75 to 87)	Navy (n = 99 to 116)	4 <sup>th</sup> Estate (n = 91 to 100)	AF (n = 58 to 71)	Army (n = 56 to 66)	Navy (n = 55 to 74)	4 <sup>th</sup> Estate (n = 24 to 35)	AF (n = 424 to 853)	Army (n = 238 to 450)	Navy (n = 53 to 93)	4 <sup>th</sup> Estate (n = 178 to 339)
Management shares information with the Union.	Never/Rarely	33.8%	32.5%	38.7%	21.5%	9.0%	3.1%	10.2%	6.7%	15.0%	10.4%	23.7%	7.1%
	Often/ All the Time	22.1%	26.3%	27.4%	35.5%	65.7%	72.3%	57.6%	63.3%	47.8%	46.2%	57.6%	61.6%
	<b>Average</b>	2.82	2.95	2.85	3.20	3.67	3.77	3.56	3.73	3.37	3.41	3.47	3.65
Management helps the Union solve problems.	Never/Rarely	45.3%	38.2%	47.1%	35.9%	13.6%	11.5%	15.8%	17.9%	17.7%	14.9%	15.9%	10.7%
	Often/ All the Time	14.7%	17.1%	22.5%	26.1%	40.9%	42.6%	33.3%	35.7%	36.7%	35.9%	42.9%	48.7%
	<b>Average</b>	2.63	2.78	2.73	2.83	3.32	3.30	3.14	3.21	3.19	3.21	3.27	3.44
Management involves the Union when considering changes.	Never/Rarely	51.3%	46.2%	44.3%	33.7%	18.5%	7.8%	11.9%	6.9%	11.9%	8.9%	11.3%	6.2%
	Often/ All the Time	15.8%	20.5%	24.5%	32.6%	52.3%	62.5%	50.8%	69.0%	59.7%	62.1%	61.3%	70.0%
	<b>Average</b>	2.54	2.71	2.67	2.97	3.48	3.70	3.53	3.97	3.62	3.72	3.77	3.89
Management compromises with the Union.	Never/Rarely	35.1%	37.2%	36.5%	28.4%	1.5%	3.1%	3.5%	7.1%	10.8%	10.6%	9.8%	4.8%
	Often/ All the Time	15.6%	7.7%	19.2%	24.2%	53.0%	50.0%	38.6%	60.7%	37.6%	40.2%	49.2%	45.2%
	<b>Average</b>	2.79	2.62	2.72	2.91	3.56	3.48	3.39	3.64	3.32	3.32	3.44	3.44
Management opposes the changes advocated by the Union.	Never/Rarely	2.7%	10.7%	16.8%	15.4%	24.2%	29.5%	25.9%	23.3%	41.6%	34.0%	37.7%	40.0%
	Often/ All the Time	48.6%	56.0%	40.6%	37.4%	6.1%	8.2%	17.2%	6.7%	10.5%	11.1%	9.4%	8.3%
	<b>Average</b>	3.57	3.57	3.29	3.30	2.80	2.74	2.84	2.80	2.65	2.74	2.66	2.62

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 74 to 81)	Army (n = 75 to 87)	Navy (n = 99 to 116)	4 <sup>th</sup> Estate (n = 91 to 100)	AF (n = 58 to 71)	Army (n = 56 to 66)	Navy (n = 55 to 74)	4 <sup>th</sup> Estate (n = 24 to 35)	AF (n = 424 to 853)	Army (n = 238 to 450)	Navy (n = 53 to 93)	4 <sup>th</sup> Estate (n = 178 to 339)
Management makes an effort to understand the Union's problems	Agree	27.2%	32.2%	34.5%	42.9%	81.7%	75.8%	68.9%	68.6%	44.5%	47.8%	51.6%	56.0%
	Disagree	40.7%	41.4%	37.9%	37.8%	4.2%	7.6%	6.8%	5.7%	7.9%	8.0%	17.2%	7.7%
	<b>Average</b>	2.74	2.78	2.89	2.97	3.83	3.73	3.74	3.66	3.38	3.40	3.34	3.50

## Appendix D: Survey Responses by Role and Component

### Cooperative Union Behavior Index

- Aligns with items from Questions #23, #25, and #18 in Appendix A
- Question intro for items 1 thru 5 stated, “How often do the following occur in your workplace?”
- Question intro for Items 6 thru 11 stated, “How often are the following reflected in your workplace?”
- Question intro for item 12 stated” To what extent do you agree or disagree with the following statements regarding labor–management relations in your organization?”
- Items 1 thru 5 were measured on a 5-point scale where 1 = “Never”; 2 =” Rarely”; 3= “Sometimes”; 4 = “Often”; 5 = “All of the Time”. There was also a “Not Applicable” option, which excluded responses from analysis.
- Items 6 thru 11 were measured on a 5-point scale where 1 = “Never”; 2 =” Rarely”; 3= “Sometimes”; 4 = “Often”; 5 = “All of the Time”. There was also an “I don’t know” option, which excluded responses from analysis.
- Item 12 was measured on a 5-point scale where 1 = “Strongly Disagree”; 2 =” Disagree”; 3= “Neither Agree Nor Disagree”; 4 = “Agree”; 5 = “Strongly Agree”.
- Respondents received an index score if they selected a number from 1 through 5 for at least 6 of the index items.
- Percents are based on a combination of Never/Rarely and Often/All of the Time responses for Items 1 thru 14. For Item 15, percent agreement is based on a combination of “Agree” and “Strongly Agree” responses. Percent disagreement is based on a combination of “Disagree” and “Strongly Disagree” responses.

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 74 to 81)	Army (n = 77 to 86)	Navy (n = 104 to 116)	4 <sup>th</sup> Estate (n = 92 to 100)	AF (n = 63 to 71)	Army (n = 62 to 66)	Navy (n = 56 to 74)	4 <sup>th</sup> Estate (n = 27 to 35)	AF (n = 434 to 853)	Army (n = 243 to 452)	Navy (n = 53 to 93)	4 <sup>th</sup> Estate (n = 180 to 339)
<b>Cooperative Union Behavior Index</b>	<b>Average</b>	3.82	3.87	3.84	3.95	2.99	3.21	2.71	2.99	3.09	3.21	3.09	3.27
The Union tries to cooperate with management.	Never/Rarely	1.3%	2.5%	1.8%	2.0%	17.9%	10.8%	25.9%	6.9%	15.1%	13.8%	20.0%	13.0%
	Often/ All the Time	89.7%	91.3%	89.3%	92.9%	46.3%	55.4%	19.0%	31.0%	46.5%	52.2%	48.6%	53.0%
	<b>Average</b>	4.21	4.25	4.21	4.38	3.34	3.49	2.88	3.28	3.40	3.46	3.31	3.51

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 74 to 81)	Army (n = 77 to 86)	Navy (n = 104 to 116)	4 <sup>th</sup> Estate (n = 92 to 100)	AF (n = 63 to 71)	Army (n = 62 to 66)	Navy (n = 56 to 74)	4 <sup>th</sup> Estate (n = 27 to 35)	AF (n = 434 to 853)	Army (n = 243 to 452)	Navy (n = 53 to 93)	4 <sup>th</sup> Estate (n = 180 to 339)
In dealing with formal grievances, the Union tries to understand management's side.	Never/Rarely	1.3%	2.5%	1.0%	3.1%	33.3%	29.0%	39.3%	29.6%	25.7%	19.5%	21.2%	19.8%
	Often/ All the Time	85.3%	86.1%	84.8%	79.2%	28.6%	35.5%	8.9%	14.8%	36.3%	41.6%	30.3%	45.0%
	<b>Average</b>	4.11	4.19	4.16	4.08	2.89	3.11	2.63	2.89	3.10	3.27	3.11	3.32
The Union accepts management's position when management is right.	Never/Rarely	1.3%	3.8%	2.7%	2.0%	18.2%	6.2%	20.7%	13.8%	14.1%	11.2%	11.8%	7.9%
	Often/ All the Time	92.3%	86.1%	87.4%	87.8%	33.3%	56.9%	22.4%	37.9%	48.7%	50.8%	39.7%	48.6%
	<b>Average</b>	4.19	4.24	4.27	4.33	3.20	3.57	2.98	3.34	3.44	3.48	3.28	3.49
Union representatives go the extra mile to make the labor-management relationship more collaborative.	Never/Rarely	5.3%	1.3%	5.5%	4.1%	34.4%	26.6%	36.8%	34.5%	26.2%	22.8%	25.8%	22.2%
	Often/ All the Time	75.0%	60.0%	66.4%	75.3%	21.9%	31.3%	14.0%	24.1%	32.4%	37.2%	25.8%	39.4%
	<b>Average</b>	3.83	3.80	3.81	3.98	2.83	3.02	2.70	2.93	3.05	3.16	2.98	3.23
The Union quarrels with management over minor issues.	Never/Rarely	51.9%	59.5%	55.9%	69.1%	19.7%	24.6%	7.0%	17.2%	32.4%	38.3%	25.0%	35.1%
	Often/ All the Time	7.8%	7.6%	6.3%	7.2%	42.4%	33.8%	57.9%	44.8%	29.2%	23.8%	34.4%	26.2%
	<b>Average</b>	2.45	2.42	2.37	2.19	3.35	3.18	3.77	3.38	2.99	2.85	3.16	2.94

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 74 to 81)	Army (n = 77 to 86)	Navy (n = 104 to 116)	4 <sup>th</sup> Estate (n = 92 to 100)	AF (n = 63 to 71)	Army (n = 62 to 66)	Navy (n = 56 to 74)	4 <sup>th</sup> Estate (n = 27 to 35)	AF (n = 434 to 853)	Army (n = 243 to 452)	Navy (n = 53 to 93)	4 <sup>th</sup> Estate (n = 180 to 339)
The Union listens to management's ideas.	Never/Rarely	0%	0%	4.7%	2.1%	20.9%	10.8%	19.0%	13.8%	22.0%	18.7%	20.7%	17.8%
	Often/ All the Time	88.3%	90.0%	81.3%	88.3%	43.3%	55.4%	24.1%	34.5%	38.2%	38.6%	39.7%	45.0%
	<b>Average</b>	4.19	4.20	4.08	4.34	3.30	3.51	2.98	3.21	3.16	3.24	3.21	3.35
In dealing with management, the Union attempts to find solutions that are acceptable to both parties.	Never/Rarely	1.3%	3.8%	4.7%	2.1%	25.8%	16.9%	32.8%	25.0%	23.3%	17.2%	17.7%	18.1%
	Often/ All the Time	65.3%	67.9%	62.3%	71.6%	34.8%	46.2%	20.7%	28.6%	36.7%	41.8%	40.3%	48.2%
	<b>Average</b>	3.72	3.81	3.69	3.88	3.06	3.32	2.79	3.07	3.14	3.27	3.21	3.37
The Union helps management solve problems.	Never/Rarely	6.7%	3.9%	7.6%	4.3%	36.4%	24.2%	50.9%	46.4%	34.5%	28.5%	29.5%	29.9%
	Often/ All the Time	61.3%	59.7%	61.0%	64.9%	18.2%	29.0%	10.5%	17.9%	27.3%	25.7%	27.9%	37.1%
	<b>Average</b>	3.72	3.78	3.69	3.74	2.82	3.02	2.46	2.61	2.84	2.94	2.90	3.07
The Union shares information with management.	Never/Rarely	5.3%	1.3%	4.8%	3.2%	32.8%	23.4%	41.4%	37.9%	27.4%	24.7%	26.3%	17.3%
	Often/ All the Time	71.1%	77.9%	74.3%	77.7%	34.3%	42.2%	17.2%	20.7%	30.6%	31.3%	33.3%	46.6%
	<b>Average</b>	3.80	4.03	3.90	4.02	2.99	3.19	2.71	2.79	2.99	3.07	3.05	3.31

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 74 to 81)	Army (n = 77 to 86)	Navy (n = 104 to 116)	4 <sup>th</sup> Estate (n = 92 to 100)	AF (n = 63 to 71)	Army (n = 62 to 66)	Navy (n = 56 to 74)	4 <sup>th</sup> Estate (n = 27 to 35)	AF (n = 434 to 853)	Army (n = 243 to 452)	Navy (n = 53 to 93)	4 <sup>th</sup> Estate (n = 180 to 339)
The Union compromises with management.	Never/Rarely	6.5%	2.6%	6.7%	5.3%	22.7%	15.4%	24.1%	21.4%	23.2%	18.3%	22.0%	16.2%
	Often/ All the Time	48.1%	46.8%	42.3%	50.0%	30.3%	29.2%	15.5%	25.0%	24.1%	27.5%	23.7%	25.9%
	<b>Average</b>	3.44	3.45	3.41	3.47	3.06	3.12	2.90	3.00	2.99	3.09	2.98	3.10
The Union opposes changes advocated by management.	Never/Rarely	12.2%	24.7%	22.9%	21.7%	7.8%	21.9%	8.8%	10.3%	27.6%	27.3%	18.9%	28.9%
	Often/ All the Time	13.5%	18.2%	10.5%	5.4%	37.5%	25.0%	52.6%	24.1%	26.5%	19.3%	30.2%	20.6%
	<b>Average</b>	3.00	2.91	2.87	2.83	3.41	3.05	3.54	3.07	3.00	2.92	3.09	2.91
The Union makes an effort to understand management's problems.	Agree	93.8%	90.7%	90.5%	90.8%	49.3%	57.6%	25.7%	37.1%	30.2%	34.1%	40.9%	36.9%
	Disagree	1.2%	2.3%	4.3%	6.1%	31.0%	24.2%	43.2%	25.7%	22.7%	19.7%	29.0%	23.0%
	<b>Average</b>	4.19	4.16	4.13	4.19	3.10	3.30	2.68	3.11	3.03	3.11	3.01	3.10

## Appendix D: Survey Responses by Role and Component

### Management Compliance Index

- Aligns with items from Question #18 in Appendix A
- Question intro stated” To what extent do you agree or disagree with the following statements regarding labor–management relations in your organization?”
- Items were measured on a 5-point scale where 1 = “Strongly Disagree”; 2 =” Disagree”; 3= “Neither Agree Nor Disagree”; 4 = “Agree”; 5 = “Strongly Agree”.
- Respondents received an index score if they selected a number from 1 through 5 for at least 1 index item.
- Percent agreement is based on a combination of “Agree” and “Strongly Agree” responses. Percent disagreement is based on a combination of “Disagree” and “Strongly Disagree” responses.

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 79 to 81)	Army (n = 85 to 86)	Navy (n = 115 to 116)	4 <sup>th</sup> Estate (n = 98)	AF (n = 70 to 71)	Army (n = 65 to 66)	Navy (n = 74)	4 <sup>th</sup> Estate (n = 35)	AF (n = 850 to 853)	Army (n = 448 to 451)	Navy (n = 93)	4 <sup>th</sup> Estate (n = 336 to 338)
<b>Management Compliance Index</b>	<b>Average</b>	2.68	2.84	2.83	2.77	3.88	3.82	3.94	3.89	3.57	3.60	3.63	3.69
Management lives up to its agreements.	Agree	27.8%	30.6%	30.4%	29.6%	84.5%	78.5%	79.7%	82.9%	51.9%	52.9%	57.0%	63.2%
	Disagree	39.2%	44.7%	41.7%	39.8%	4.2%	4.6%	1.4%	0%	6.2%	5.4%	10.8%	5.3%
	<b>Average</b>	2.68	2.71	2.76	2.70	3.87	3.85	3.89	3.97	3.50	3.53	3.56	3.63
Management complies with the collective bargaining agreement.	Agree	27.2%	39.5%	40.5%	34.7%	82.9%	74.2%	79.7%	71.4%	60.3%	63.0%	68.8%	69.9%
	Disagree	45.7%	36.0%	41.4%	42.9%	5.7%	7.6%	1.4%	5.7%	4.2%	3.8%	8.6%	5.1%
	<b>Average</b>	2.69	2.95	2.91	2.83	3.89	3.79	3.99	3.80	3.64	3.67	3.70	3.76

## Appendix D: Survey Responses by Role and Component

### Union Compliance Index

- Aligns with items from Question #18 in Appendix A
- Question intro stated” To what extent do you agree or disagree with the following statements regarding labor–management relations in your organization?”
- Items were measured on a 5-point scale where 1 = “Strongly Disagree”; 2 =” Disagree”; 3= “Neither Agree Nor Disagree”; 4 = “Agree”; 5 = “Strongly Agree”.
- Respondents received an index score if they selected a number from 1 through 5 for at least 1 index item.
- Percent agreement is based on a combination of “Agree” and “Strongly Agree” responses. Percent disagreement is based on a combination of “Disagree” and “Strongly Disagree” responses.

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 81)	Army (n = 85 to 86)	Navy (n = 115 to 116)	4 <sup>th</sup> Estate (n = 97 to 98)	AF (n = 70 to 71)	Army (n = 66)	Navy (n = 74)	4 <sup>th</sup> Estate (n = 35)	AF (n = 851 to 853)	Army (n = 448 to 451)	Navy (n = 93)	4 <sup>th</sup> Estate (n = 333 to 338)
<b>Union Compliance Index</b>	<b>Average</b>	4.14	4.17	4.13	4.18	3.49	3.64	3.40	3.47	3.40	3.43	3.42	3.54
The Union lives up to its agreements.	Agree	88.9%	88.2%	88.8%	92.9%	64.8%	69.7%	50.0%	60.0%	40.7%	43.0%	47.3%	51.7%
	Disagree	1.2%	1.2%	0.9%	2.0%	16.9%	9.1%	17.6%	11.4%	9.8%	9.1%	14.0%	6.9%
	<b>Average</b>	4.11	4.13	4.11	4.13	3.44	3.62	3.27	3.49	3.31	3.35	3.33	3.46
The Union complies with the collective bargaining agreement.	Agree	88.9%	90.7%	88.7%	91.8%	65.7%	68.2%	58.1%	51.4%	52.3%	54.7%	59.1%	61.8%
	Disagree	0%	2.3%	2.6%	2.1%	12.9%	9.1%	10.8%	14.3%	5.3%	5.8%	10.8%	6.2%
	<b>Average</b>	4.17	4.21	4.16	4.23	3.54	3.67	3.53	3.46	3.49	3.52	3.52	3.63

## Appendix D: Survey Responses by Role and Component

### Forum Status

- Aligns with Question #9 in Appendix A
- Question intro stated, “Do you currently have a formal labor-management partnership, council, committee, forum, or other collaborative labor relations structure that meets on a regular basis?”
- Response options were: “Yes”, “No”, or “I don’t know”

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 89)	Army (n = 95)	Navy (n = 133)	4 <sup>th</sup> Estate (n = 112)	AF (n = 81)	Army (n = 74)	Navy (n = 83)	4 <sup>th</sup> Estate (n = 39)	AF (n = 1060)	Army (n = 547)	Navy (n = 108)	4 <sup>th</sup> Estate (n = 379)
Do you currently have a formal labor-management partnership, council, committee, forum, or other collaborative labor relations structure that meets on a regular basis?	Yes	60.7%	66.3%	68.4%	76.8%	63.0%	50.0%	60.2%	53.8%	30.2%	30.0%	37.0%	43.3%
	No	36.0%	29.5%	20.3%	20.5%	34.6%	40.5%	34.9%	35.9%	20.5%	25.6%	22.2%	22.4%
	I don’t know	3.4%	4.2%	11.3%	2.7%	2.5%	9.5%	4.8%	10.3%	49.3%	44.4%	40.7%	34.3%

## Appendix D: Survey Responses by Role and Component

### Labor-Management Discussions

- Aligns with Question #9 in Appendix A
- Question intro stated, “How often do your Union and management representatives meet to discuss issues?”
- Response options are listed in the “Response” column

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 75)	Army (n = 78)	Navy (n = 112)	4 <sup>th</sup> Estate (n = 97)	AF (n = 66)	Army (n = 64)	Navy (n = 65)	4 <sup>th</sup> Estate (n = 33)	AF (n = 746)	Army (n = 419)	Navy (n = 87)	4 <sup>th</sup> Estate (n = 307)
How often do your Union and management representatives meet to discuss issues?	Daily	4.0%	3.8%	1.8%	2.1%	18.2%	3.1%	7.7%	6.1%	0.1%	0.2%	0%	0%
	Less Than Daily, But At Least Weekly	8.0%	9.0%	22.3%	14.4%	19.7%	12.5%	21.5%	12.1%	1.5%	1.7%	5.7%	6.5%
	Less Than Weekly, But At Least Biweekly	4.0%	5.1%	3.6%	7.2%	16.7%	12.5%	6.2%	12.1%	1.3%	0.2%	1.1%	2.0%
	Less Than Biweekly, But At Least Monthly	26.7%	21.8%	31.3%	50.5%	15.2%	12.5%	16.9%	9.1%	5.4%	3.8%	8.0%	8.5%
	Less Than Monthly, But At Least Quarterly	21.3%	19.2%	14.3%	15.5%	15.2%	31.3%	13.8%	36.4%	5.5%	8.6%	5.7%	9.1%

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 75)	Army (n = 78)	Navy (n = 112)	4 <sup>th</sup> Estate (n = 97)	AF (n = 66)	Army (n = 64)	Navy (n = 65)	4 <sup>th</sup> Estate (n = 33)	AF (n = 746)	Army (n = 419)	Navy (n = 87)	4 <sup>th</sup> Estate (n = 307)
	Less Than Quarterly But At Least Annually	13.3%	12.8%	6.3%	1.0%	4.5%	6.3%	12.3%	6.1%	6.8%	8.8%	5.7%	6.8%
	Less Than Annually	13.3%	12.8%	9.8%	6.2%	6.1%	4.7%	1.5%	9.1%	9.4%	10.3%	8.0%	7.2%
	I Don't Know	9.3%	15.4%	10.7%	3.1%	4.5%	17.2%	20.0%	9.1%	70.0%	66.3%	65.5%	59.9%

## Appendix D: Survey Responses by Role and Component

### Grievance Frequency

- Aligns with Question #27 in Appendix A
- Question intro stated, “Please indicate the frequency with which you deal with grievances”
- Response options are listed in the “Response” column

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 76)	Army (n = 81)	Navy (n = 109)	4 <sup>th</sup> Estate (n = 98)	AF (n = 62)	Army (n = 64)	Navy (n = 70)	4 <sup>th</sup> Estate (n = 32)	AF (n = 715)	Army (n = 400)	Navy (n = 81)	4 <sup>th</sup> Estate (n = 293)
Please indicate the frequency with which you deal with grievances	Daily	11.8%	6.2%	3.7%	3.1%	19.4%	6.3%	7.1%	6.3%	0.8%	0.8%	0%	0.7%
	Less Than Daily, But At Least Weekly	7.9%	12.3%	10.1%	8.2%	11.3%	10.9%	17.1%	18.8%	0.3%	1.0%	0%	0.7%
	Less Than Weekly, But At Least Biweekly	9.2%	7.4%	5.5%	8.2%	8.1%	12.5%	12.9%	6.3%	0.7%	1.5%	2.5%	1.7%
	Less Than Biweekly, But At Least Monthly	15.8%	9.9%	16.5%	14.3%	11.3%	20.3%	21.4%	9.4%	2.1%	3.8%	1.2%	2.0%
	Less Than Monthly, But At Least Quarterly	30.3%	11.1%	14.7%	19.4%	21.0%	25.0%	14.3%	21.9%	4.8%	5.8%	1.2%	5.5%

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 76)	Army (n = 81)	Navy (n = 109)	4 <sup>th</sup> Estate (n= 98)	AF (n = 62)	Army (n = 64)	Navy (n = 70)	4 <sup>th</sup> Estate (n = 32)	AF (n = 715)	Army (n = 400)	Navy (n = 81)	4 <sup>th</sup> Estate (n = 293)
	Less Than Quarterly But At Least Annually	11.8%	28.4%	29.4%	29.6%	22.6%	15.6%	10.0%	12.5%	11.7%	15.0%	17.3%	15.4%
	Less Than Annually	11.8%	14.8%	12.8%	11.2%	3.2%	7.8%	4.3%	15.6%	39.4%	39.8%	42.0%	44.4%
	Never	1.3%	9.9%	7.3%	6.1%	3.2%	1.6%	12.9%	9.4%	40.1%	32.5%	35.8%	29.7%

## Appendix D: Survey Responses by Role and Component

### Specific Grievance Frequency

- Aligns with items from Question #28 in Appendix A
- Question intro stated, “How often do you handle the following types of grievances”
- Response options were: “At Least Weekly”; “Less Than Weekly But At Least Monthly”; “Less Than Monthly But At Least Quarterly”; “Less Than Quarterly But At Least Annually”; “Less Than Annually”
- There was a “Not applicable” option.
- For the “Response” column, percentages for the first two, second two, and third two options were combined.

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 74 to 76)	Army (n = 80 to 81)	Navy (n = 104 to 106)	4 <sup>th</sup> Estate (n = 95 to 97)	AF (n = 61 to 62)	Army (n = 63 to 66)	Navy (n = 65 to 68)	4 <sup>th</sup> Estate (n = 32)	AF (n = 718 to 720)	Army (n = 401 to 402)	Navy (n = 81 to 82)	4 <sup>th</sup> Estate (n = 298 to 300)
Assignment of work	At Least Monthly	22.7%	17.5%	12.3%	17.5%	21.0%	9.5%	23.5%	3.1%	3.2%	5.5%	9.9%	6.4%
	Less Than Monthly But At Least Annually	45.3%	32.5%	38.7%	45.4%	48.4%	39.7%	36.8%	46.9%	10.6%	13.7%	1.2%	13.1%
	Less Than Annually or Not Applicable	32.0%	50.0%	49.1%	37.1%	30.6%	50.8%	39.7%	50.0%	86.2%	80.8%	88.9%	80.6%

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 74 to 76)	Army (n = 80 to 81)	Navy (n = 104 to 106)	4 <sup>th</sup> Estate (n = 95 to 97)	AF (n = 61 to 62)	Army (n = 63 to 66)	Navy (n = 65 to 68)	4 <sup>th</sup> Estate (n = 32)	AF (n = 718 to 720)	Army (n = 401 to 402)	Navy (n = 81 to 82)	4 <sup>th</sup> Estate (n = 298 to 300)
Performance Evaluations	At Least Monthly	10.5%	16.0%	8.7%	5.2%	12.9%	12.1%	13.2%	9.4%	1.5%	2.2%	2.4%	1.3%
	Less Than Monthly But At Least Annually	53.9%	33.3%	32.7%	46.4%	62.9%	68.2%	38.2%	46.9%	16.3%	17.2%	18.3%	19.3%
	Less Than Annually or Not Applicable	35.5%	50.6%	58.7%	48.5%	24.2%	19.7%	48.5%	43.8%	82.2%	80.6%	79.3%	79.3%
Changes in Working Conditions	At Least Monthly	36.8%	27.5%	25.7%	23.7%	41.9%	25.8%	38.8%	9.4%	2.1%	4.2%	6.1%	4.7%
	Less Than Monthly But At Least Annually	40.8%	37.5%	39.0%	49.5%	41.9%	51.5%	32.8%	43.8%	13.9%	16.4%	12.2%	16.1%
	Less Than Annually or Not Applicable	22.4%	35.0%	35.2%	26.8%	16.1%	22.7%	28.4%	46.9%	84.0%	79.4%	81.7%	79.2%

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 74 to 76)	Army (n = 80 to 81)	Navy (n = 104 to 106)	4 <sup>th</sup> Estate (n = 95 to 97)	AF (n = 61 to 62)	Army (n = 63 to 66)	Navy (n = 65 to 68)	4 <sup>th</sup> Estate (n = 32)	AF (n = 718 to 720)	Army (n = 401 to 402)	Navy (n = 81 to 82)	4 <sup>th</sup> Estate (n = 298 to 300)
Reprisal for Union Role	At Least Monthly	13.5%	13.6%	6.6%	7.3%	8.1%	1.5%	10.8%	3.1%	0.1%	1.0%	0%	1.3%
	Less Than Monthly But At Least Annually	28.4%	23.5%	17.9%	19.8%	25.8%	12.3%	24.6%	15.6%	2.5%	2.5%	0%	4.0%
	Less Than Annually or Not Applicable	58.1%	63.0%	75.5%	72.9%	66.1%	86.2%	64.6%	81.3%	97.4%	96.5%	100%	94.6%
Leave Denials	At Least Monthly	16.0%	16.3%	10.5%	14.6%	16.1%	3.1%	18.2%	3.1%	0.7%	1.2%	3.7%	2.0%
	Less Than Monthly But At Least Annually	36.0%	26.3%	19.0%	39.6%	32.3%	37.5%	30.3%	31.3%	4.5%	4.2%	3.7%	8.0%
	Less Than Annually or Not Applicable	48.0%	57.5%	70.5%	45.8%	51.6%	59.4%	51.5%	65.6%	94.9%	94.5%	92.7%	90.0%

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 74 to 76)	Army (n = 80 to 81)	Navy (n = 104 to 106)	4 <sup>th</sup> Estate (n = 95 to 97)	AF (n = 61 to 62)	Army (n = 63 to 66)	Navy (n = 65 to 68)	4 <sup>th</sup> Estate (n = 32)	AF (n = 718 to 720)	Army (n = 401 to 402)	Navy (n = 81 to 82)	4 <sup>th</sup> Estate (n = 298 to 300)
Promotions	At Least Monthly	7.9%	11.1%	9.5%	3.2%	8.1%	9.1%	9.0%	3.1%	0.4%	1.5%	2.4%	0.3%
	Less Than Monthly But At Least Annually	35.5%	18.5%	28.6%	20.0%	22.6%	27.3%	41.8%	25.0%	5.8%	8.2%	4.9%	9.4%
	Less Than Annually or Not Applicable	56.6%	70.4%	61.9%	76.8%	69.4%	63.6%	49.3%	71.9%	93.7%	90.3%	92.7%	90.3%
Pay / Overtime	At Least Monthly	18.7%	17.3%	14.2%	28.4%	14.5%	6.1%	29.9%	3.1%	2.2%	3.7%	4.9%	3.3%
	Less Than Monthly But At Least Annually	30.7%	27.2%	30.2%	30.5%	38.7%	36.4%	31.3%	28.1%	7.1%	10.2%	6.1%	11.0%
	Less Than Annually or Not Applicable	50.7%	55.6%	55.7%	41.1%	46.8%	57.6%	38.8%	68.8%	90.7%	86.1%	89.0%	85.6%

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 74 to 76)	Army (n = 80 to 81)	Navy (n = 104 to 106)	4 <sup>th</sup> Estate (n = 95 to 97)	AF (n = 61 to 62)	Army (n = 63 to 66)	Navy (n = 65 to 68)	4 <sup>th</sup> Estate (n = 32)	AF (n = 718 to 720)	Army (n = 401 to 402)	Navy (n = 81 to 82)	4 <sup>th</sup> Estate (n = 298 to 300)
Discipline Regarding Performance	At Least Monthly	26.3%	17.3%	13.3%	15.5%	18.0%	13.6%	23.9%	9.4%	1.9%	3.5%	2.4%	1.7%
	Less Than Monthly But At Least Annually	40.8%	42.0%	38.1%	41.2%	52.5%	57.6%	29.9%	43.8%	12.8%	16.5%	13.4%	16.4%
	Less Than Annually or Not Applicable	32.9%	40.7%	48.6%	43.3%	29.5%	28.8%	46.3%	46.9%	85.3%	80.0%	84.1%	81.9%
Discipline Regarding Conduct	At Least Monthly	31.6%	21.0%	16.2%	13.4%	30.6%	34.8%	54.4%	25.0%	2.2%	2.8%	3.7%	2.3%
	Less Than Monthly But At Least Annually	36.8%	28.4%	32.4%	35.1%	54.8%	50.0%	25.0%	40.6%	10.9%	17.3%	8.5%	18.5%
	Less Than Annually or Not Applicable	31.6%	50.6%	51.4%	51.5%	14.5%	15.2%	20.6%	34.4%	86.9%	80.0%	87.8%	79.2%

## Appendix D: Survey Responses by Role and Component

### Other Behaviors

- Aligns with items from Question #25 in Appendix A
- Question intro stated, “How often are the following reflected in your workplace?”
- Items were measured on a 5-point scale where 1 = “Never”; 2 = “Rarely”; 3 = “Sometimes”; 4 = “Often”; 5 = “All of the Time”.
- There was also an “I don’t know” option, which excluded responses from analysis.
- Percents are based on a combination of Never/Rarely and Often/All of the Time responses for.

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 75 to 77)	Army (n = 74 to 80)	Navy (n = 101 to 105)	4 <sup>th</sup> Estate (n = 93 to 94)	AF (n = 59 to 66)	Army (n = 57 to 64)	Navy (n = 55 to 58)	4 <sup>th</sup> Estate (n = 26 to 29)	AF (n = 423 to 462)	Army (n = 243 to 261)	Navy (n = 55 to 62)	4 <sup>th</sup> Estate (n = 183 to 198)
The Union and management work together to try to find creative solutions to problems.	Never / Rarely	29.9%	21.3%	27.6%	17.2%	19.7%	18.8%	22.4%	13.8%	24.9%	17.6%	24.2%	15.2%
	Often / All of the Time	29.9%	31.3%	30.5%	43.0%	37.9%	31.3%	24.1%	24.1%	35.3%	30.3%	43.5%	49.0%
	<b>Average</b>	2.99	3.16	3.09	3.37	3.17	3.11	3.00	3.14	3.11	3.12	3.23	3.39
When a suggestion from the other group is implemented, both sides actively work to ensure success.	Never / Rarely	13.3%	12.2%	16.8%	17.0%	13.6%	10.5%	10.9%	15.4%	13.0%	10.3%	10.9%	7.7%
	Often / All of the Time	30.7%	47.3%	39.6%	47.9%	42.4%	57.9%	34.5%	46.2%	41.1%	42.4%	38.2%	54.6%
	<b>Average</b>	3.20	3.46	3.26	3.35	3.32	3.53	3.22	3.38	3.31	3.39	3.38	3.56

## Appendix D: Survey Responses by Role and Component

### Level 4: Results Responses by Role and Component

#### Results Index

- Aligns with items from Question #24 in Appendix A
- Question intro stated, “To what extent do labor-management relations in your workplace result in the following?”
- Items were measured on a 3-point scale where 1 = “Not at All”; 2 = “Somewhat”; 3= “A Great Amount”. Individuals selecting an “I don’t know” option were excluded from analyses.
- Respondents received an index score if they selected a number from 1 through 3 for at least 5 of the items.

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 67 to 76)	Army (n = 58 to 73)	Navy (n = 84 to 103)	4 <sup>th</sup> Estate (n = 56 to 95)	AF (n = 53 to 64)	Army (n = 41 to 58)	Navy (n = 44 to 53)	4 <sup>th</sup> Estate (n= 22 to 27)	AF (n = 350 to 445)	Army (n = 204 to 270)	Navy (n = 45 to 60)	4 <sup>th</sup> Estate (n = 135 to 191)
<b>Results Index</b>	<b>Average</b>	1.93	2.00	2.04	1.95	1.88	2.06	1.78	1.86	1.80	1.78	1.73	1.94
Improved dispute resolution	Not at All	17.1%	19.2%	20.6%	20.7%	18.8%	19.0%	22.6%	19.2%	21.9%	21.2%	14.0%	14.4%
	Somewhat	64.5%	53.4%	48.5%	47.8%	50.0%	48.3%	62.3%	61.5%	58.7%	61.0%	64.0%	54.3%
	A Great Amount	18.4%	27.4%	30.9%	31.5%	31.3%	32.8%	15.1%	19.2%	19.4%	17.8%	22.0%	31.4%
	<b>Average</b>	2.01	2.08	2.10	2.11	2.13	2.14	1.92	2.00	1.98	1.97	2.08	2.17
More timely grievance resolution	Not at All	19.2%	22.2%	28.1%	31.1%	25.0%	14.0%	35.8%	25.9%	25.8%	25.3%	21.7%	16.9%
	Somewhat	60.3%	54.2%	40.6%	45.6%	50.0%	54.4%	45.3%	55.6%	53.4%	56.4%	58.7%	53.1%
	A Great Amount	20.5%	23.6%	31.3%	23.3%	25.0%	31.6%	18.9%	18.5%	20.9%	18.2%	19.6%	29.9%
	<b>Average</b>	2.01	2.01	2.03	1.92	2.00	2.18	1.83	1.93	1.95	1.93	1.98	2.13

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 67 to 76)	Army (n = 58 to 73)	Navy (n = 84 to 103)	4 <sup>th</sup> Estate (n = 56 to 95)	AF (n = 53 to 64)	Army (n = 41 to 58)	Navy (n = 44 to 53)	4 <sup>th</sup> Estate (n = 22 to 27)	AF (n = 350 to 445)	Army (n = 204 to 270)	Navy (n = 45 to 60)	4 <sup>th</sup> Estate (n = 135 to 191)
Cost savings	Not at All	32.8%	36.2%	26.2%	46.4%	30.2%	34.1%	46.9%	50.0%	48.3%	47.5%	64.4%	43.7%
	Somewhat	47.8%	39.7%	47.6%	37.5%	52.8%	39.0%	44.9%	36.4%	40.0%	42.2%	20.0%	37.8%
	A Great Amount	19.4%	24.1%	26.2%	16.1%	17.0%	26.8%	8.2%	13.6%	11.7%	10.3%	15.6%	18.5%
	<b>Average</b>	1.87	1.88	2.00	1.70	1.87	1.93	1.61	1.64	1.63	1.63	1.51	1.75
Improved customer service	Not at All	29.4%	28.3%	20.9%	30.9%	20.0%	17.0%	36.2%	33.3%	38.2%	41.6%	51.9%	35.7%
	Somewhat	51.5%	43.3%	45.3%	45.7%	60.0%	51.1%	44.7%	50.0%	48.4%	42.0%	36.5%	42.1%
	A Great Amount	19.1%	28.3%	33.7%	23.5%	20.0%	31.9%	19.1%	16.7%	13.5%	16.3%	11.5%	22.2%
	<b>Average</b>	1.90	2.00	2.13	1.93	2.00	2.15	1.83	1.83	1.75	1.75	1.60	1.87
Increased productivity	Not at All	30.6%	26.5%	21.6%	27.6%	33.3%	23.9%	34.1%	42.3%	42.1%	40.4%	52.6%	38.9%
	Somewhat	41.7%	44.1%	47.7%	47.1%	57.9%	54.3%	50.0%	46.2%	44.4%	47.1%	35.1%	40.6%
	A Great Amount	27.8%	29.4%	30.7%	25.3%	8.8%	21.7%	15.9%	11.5%	13.5%	12.5%	12.3%	20.6%
	<b>Average</b>	1.97	2.03	2.09	1.98	1.75	1.98	1.82	1.69	1.71	1.72	1.60	1.82
Improved efficiency	Not at All	31.9%	23.2%	22.8%	31.8%	34.5%	23.9%	41.3%	42.3%	41.9%	41.7%	52.6%	38.1%
	Somewhat	42.0%	55.1%	44.6%	43.2%	56.9%	54.3%	45.7%	46.2%	44.2%	45.3%	33.3%	41.4%
	A Great Amount	26.1%	21.7%	32.6%	25.0%	8.6%	21.7%	13.0%	11.5%	13.9%	13.0%	14.0%	20.4%
	<b>Average</b>	1.94	1.99	2.10	1.93	1.74	1.98	1.72	1.69	1.72	1.71	1.61	1.82

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 67 to 76)	Army (n = 58 to 73)	Navy (n = 84 to 103)	4 <sup>th</sup> Estate (n = 56 to 95)	AF (n = 53 to 64)	Army (n = 41 to 58)	Navy (n = 44 to 53)	4 <sup>th</sup> Estate (n = 22 to 27)	AF (n = 350 to 445)	Army (n = 204 to 270)	Navy (n = 45 to 60)	4 <sup>th</sup> Estate (n = 135 to 191)
Enhanced mission effectiveness	Not at All	27.9%	19.7%	19.4%	23.6%	29.3%	20.4%	37.0%	38.5%	37.9%	37.1%	47.4%	33.2%
	Somewhat	41.2%	53.5%	51.6%	46.1%	60.3%	55.1%	45.7%	46.2%	46.0%	49.6%	38.6%	43.3%
	A Great Amount	30.9%	26.8%	29.0%	30.3%	10.3%	24.5%	17.4%	15.4%	16.1%	13.3%	14.0%	23.5%
	<b>Average</b>	2.03	2.07	2.10	2.07	1.81	2.04	1.80	1.77	1.78	1.76	1.67	1.90
Improved morale	Not at All	35.1%	26.4%	33.3%	34.7%	26.7%	19.6%	40.0%	23.1%	37.3%	36.7%	44.8%	28.8%
	Somewhat	50.0%	50.0%	39.2%	42.1%	60.0%	58.7%	46.7%	61.5%	46.7%	48.3%	44.8%	47.6%
	A Great Amount	14.9%	23.6%	27.5%	23.2%	13.3%	21.7%	13.3%	15.4%	16.0%	15.0%	10.3%	23.6%
	<b>Average</b>	1.80	1.97	1.94	1.88	1.87	2.02	1.73	1.92	1.79	1.78	1.66	1.95
Training and career development opportunities for employees	Not at All	43.2%	36.2%	38.6%	33.7%	31.5%	29.2%	40.0%	30.4%	34.8%	39.0%	44.4%	28.1%
	Somewhat	45.9%	47.8%	42.6%	56.5%	66.7%	54.2%	53.3%	47.8%	50.8%	48.4%	37.0%	47.8%
	A Great Amount	10.8%	15.9%	18.8%	9.8%	1.9%	16.7%	6.7%	21.7%	14.5%	12.6%	18.5%	24.2%
	<b>Average</b>	1.68	1.80	1.80	1.76	1.70	1.88	1.67	1.91	1.80	1.74	1.74	1.96
Improved workplace quality (e.g., cleanliness, safety, up to date equipment)	Not at All	22.7%	20.5%	21.4%	17.9%	26.8%	12.8%	25.0%	20.0%	31.6%	32.6%	35.0%	24.9%
	Somewhat	45.3%	42.5%	43.7%	55.8%	53.6%	57.4%	58.3%	52.0%	49.0%	47.0%	40.0%	49.7%
	A Great Amount	32.0%	37.0%	35.0%	26.3%	19.6%	29.8%	16.7%	28.0%	19.5%	20.4%	25.0%	25.4%
	<b>Average</b>	2.09	2.16	2.14	2.08	1.93	2.17	1.92	2.08	1.88	1.88	1.90	2.01

## Appendix D: Survey Responses by Role and Component

### Informal vs. Formal Conflict Resolution

- Aligns with Questions #29 through #33 in Appendix A
- Item 1 was measured on a 5-point scale where 1 = “Never”; 2 = “Rarely”; 3 = “Sometimes”; 4 = “Always”; 5 = “All the Time”. There was also a “Not Applicable” option, which excluded responses from analysis.
- Items 2 and 3 were measured on a 4-point scale where 1 = “Extremely Slow”; 2 = “Slow”; 3 = “Quick”; 4 = “Happens Immediately”. There was also a “Not Applicable” option, which excluded responses from analysis.
- Items 4 and 5 were measured on a 4-point scale where 1 = “Not Effective”; 2 = “Rarely Effective”; 3 = “Somewhat Effective”; 4 = “Very Effective”. There was also a “Not Applicable” option, which excluded responses from analysis.

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 64 to 72)	Army (n = 61 to 68)	Navy (n = 81 to 92)	4 <sup>th</sup> Estate (n = 78 to 90)	AF (n = 53 to 62)	Army (n = 52 to 58)	Navy (n = 47 to 56)	4 <sup>th</sup> Estate (n = 22 to 25)	AF (n = 343 to 466)	Army (n = 211 to 280)	Navy (n = 42 to 56)	4 <sup>th</sup> Estate (n = 159 to 219)
Please indicate the frequency with which Informal Resolution is used for Grievances	Never / Rarely	23.6%	20.6%	33.7%	26.7%	25.8%	13.8%	21.4%	32.0%	39.1%	28.9%	37.5%	26.0%
	Often / All the Time	37.5%	50.0%	41.3%	46.7%	38.7%	41.4%	33.9%	32.0%	33.9%	44.3%	48.2%	44.7%
	<b>Average</b>	3.15	3.29	3.05	3.13	3.16	3.31	3.18	3.08	2.81	3.13	3.04	3.16
Please indicate the speed of Formal Conflict Resolution	Extremely Slow / Slow	75.0%	64.5%	81.6%	78.8%	64.8%	63.5%	68.8%	70.8%	66.2%	66.4%	73.8%	63.5%
	Quick / Happens Immediately	25.0%	35.5%	18.4%	21.3%	35.2%	36.5%	31.3%	29.2%	33.8%	33.6%	26.2%	36.5%
	<b>Average</b>	2.06	2.23	1.94	1.76	2.31	2.29	2.31	2.13	2.15	2.13	2.05	2.26

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 64 to 72)	Army (n = 61 to 68)	Navy (n = 81 to 92)	4 <sup>th</sup> Estate (n = 78 to 90)	AF (n = 53 to 62)	Army (n = 52 to 58)	Navy (n = 47 to 56)	4 <sup>th</sup> Estate (n = 22 to 25)	AF (n = 343 to 466)	Army (n = 211 to 280)	Navy (n = 42 to 56)	4 <sup>th</sup> Estate (n = 159 to 219)
Please indicate the speed of Informal Conflict Resolution	Extremely Slow / Slow	48.5%	40.6%	51.9%	50.6%	37.7%	36.5%	36.2%	43.5%	36.2%	33.3%	39.1%	27.5%
	Quick / Happens Immediately	51.5%	59.4%	48.1%	49.4%	62.3%	63.5%	63.8%	56.5%	63.8%	66.7%	60.9%	72.5%
	<b>Average</b>	2.44	2.67	2.33	2.27	2.66	2.60	2.62	2.52	2.67	2.66	2.61	2.78
Please indicate how you view the effectiveness of Formal Conflict Resolution	Not / Rarely Effective	31.3%	24.6%	29.2%	38.5%	10.9%	18.2%	9.4%	4.5%	30.9%	31.0%	35.6%	19.1%
	Somewhat / Very Effective	68.8%	75.4%	70.8%	61.5%	89.1%	81.8%	90.6%	95.5%	69.1%	69.0%	64.4%	80.9%
	<b>Average</b>	2.75	2.87	2.76	2.63	3.11	2.85	3.06	3.27	2.73	2.72	2.58	2.96
Please indicate how you view the effectiveness of Informal Conflict Resolution	Not / Rarely Effective	26.5%	23.1%	23.0%	30.6%	7.1%	13.2%	17.0%	0%	16.0%	15.2%	23.5%	13.7%
	Somewhat / Very Effective	73.5%	76.9%	77.0%	69.4%	92.9%	86.8%	83.0%	100%	84.0%	84.8%	76.5%	86.3%
	<b>Average</b>	2.93	2.98	3.05	2.82	3.25	3.17	3.06	3.42	3.13	3.13	2.98	3.21

## Appendix D: Survey Responses by Role and Component

### Grievance Details

- Aligns with items from Question #26 in Appendix A
- Question intro stated, “To what extent do you agree or disagree with the following statements regarding grievances in your workplace?”
- Items were measured on a 5-point scale where 1 = “Strongly Disagree”; 2 = “Disagree”; 3 = “Neither Agree Nor Disagree”; 4 = “Agree”; 5 = “Strongly Agree”.
- There was also a “Not Applicable” option, which excluded responses from analysis.
- Percent agreement is based on a combination of “Agree” and “Strongly Agree” responses. Percent disagreement is based on a combination of “Disagree” and “Strongly Disagree” responses.

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 76 to 77)	Army (n = 78)	Navy (n = 103 to 106)	4 <sup>th</sup> Estate (n = 95 to 96)	AF (n = 61)	Army (n = 62 to 63)	Navy (n = 60 to 62)	4 <sup>th</sup> Estate (n = 28 to 29)	AF (n = 602 to 619)	Army (n = 335 to 346)	Navy (n = 72 to 75)	4 <sup>th</sup> Estate (n = 254 to 260)
Grievances are settled promptly.	Agree	25.0%	34.6%	24.3%	27.4%	55.7%	74.2%	54.8%	53.6%	37.2%	41.3%	37.0%	42.7%
	Disagree	47.4%	42.3%	43.7%	53.7%	21.3%	19.4%	14.5%	14.3%	20.6%	22.7%	26.0%	19.2%
	<b>Average</b>	2.64	2.79	2.70	2.49	3.44	3.68	3.48	3.46	3.14	3.16	3.05	3.23
Grievances are resolved fairly.	Agree	25.0%	34.6%	28.2%	32.6%	78.7%	83.9%	83.9%	64.3%	38.9%	44.0%	37.5%	46.9%
	Disagree	42.1%	39.7%	34.0%	38.9%	4.9%	1.6%	1.6%	10.7%	14.0%	15.2%	16.7%	13.8%
	<b>Average</b>	2.68	2.87	2.88	2.81	3.85	4.08	4.03	3.75	3.26	3.31	3.18	3.33
The Union is committed to resolving grievances at the lowest level possible.	Agree	93.5%	94.9%	95.3%	95.8%	44.3%	61.9%	38.3%	50.0%	41.3%	48.1%	41.9%	48.8%
	Disagree	2.6%	1.3%	2.8%	3.1%	41.0%	25.4%	38.3%	28.6%	19.7%	13.7%	18.9%	14.6%
	<b>Average</b>	4.48	4.49	4.58	4.52	3.02	3.44	2.97	3.18	3.23	3.37	3.16	3.37

## Appendix D: Survey Responses by Role and Component

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 76 to 77)	Army (n = 78)	Navy (n = 103 to 106)	4 <sup>th</sup> Estate (n = 95 to 96)	AF (n = 61)	Army (n = 62 to 63)	Navy (n = 60 to 62)	4 <sup>th</sup> Estate (n = 28 to 29)	AF (n = 602 to 619)	Army (n = 335 to 346)	Navy (n = 72 to 75)	4 <sup>th</sup> Estate (n = 254 to 260)
Management is committed to resolving grievances at the lowest level possible.	Agree	37.7%	47.4%	46.7%	52.1%	82.0%	88.9%	85.5%	86.2%	61.2%	65.6%	64.0%	73.8%
	Disagree	44.2%	37.2%	37.1%	39.6%	1.6%	1.6%	8.1%	3.4%	5.7%	7.2%	6.7%	5.8%
	<b>Average</b>	2.91	3.12	3.12	3.14	4.15	4.19	4.11	4.14	3.71	3.73	3.68	3.86

## Appendix D: Survey Responses by Role and Component

### Forum Results

- Aligns with items from Question #11 in Appendix A
- Question intro stated, “To what extent do you agree or disagree with the following statements regarding labor-management forums in your organization?”
- All items were measured on a 5-point scale where 1 = “Strongly Disagree”; 2 = “Disagree”; 3 = “Neither Agree Nor Disagree”; 4 = “Agree”; 5 = “Strongly Agree”.
- Only individuals who indicated in previous questions that they currently had a labor management forum and were familiar with them were included in this analysis. In addition, individuals selecting a “Not Applicable” option were excluded from analysis.
- Percent agreement is based on a combination of “Agree” and “Strongly Agree” responses. Percent disagreement is based on a combination of “Disagree” and “Strongly Disagree” responses.

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 49)	Army (n = 55)	Navy (n = 85)	4 <sup>th</sup> Estate (n = 78)	AF (n = 47 to 48)	Army (n = 37)	Navy (n = 45)	4 <sup>th</sup> Estate (n = 21)	AF (n = 234 to 235)	Army (n = 117 to 118)	Navy (n = 30)	4 <sup>th</sup> Estate (n = 123)
Joint labor-management forums achieve results that positively impact the mission.	Agree	79.6%	67.3%	65.9%	71.8%	64.6%	48.6%	44.4%	47.6%	58.7%	50.0%	66.7%	57.7%
	Disagree	12.2%	12.7%	18.8%	19.2%	22.9%	21.6%	31.1%	28.6%	16.6%	18.6%	16.7%	14.6%
	<b>Average</b>	4.02	3.71	3.78	3.78	3.38	3.41	3.18	3.29	3.51	3.33	3.53	3.57
Joint labor-management forums are a common means of implementing important changes.	Agree	71.4%	63.6%	67.1%	71.8%	63.8%	51.4%	51.1%	52.4%	62.4%	54.7%	73.3%	65.0%
	Disagree	14.3%	20.0%	22.4%	16.7%	21.3%	29.7%	24.4%	38.1%	14.1%	16.2%	6.7%	9.8%
	<b>Average</b>	3.90	3.67	3.66	3.77	3.47	3.30	3.36	3.14	3.61	3.39	3.77	3.69

## Appendix D: Survey Responses by Role and Component

### Relationship Status

- Aligns with Question #16 in Appendix A
- Question intro stated, “The relationship between labor and management in my workplace is:”
- Items were measured on a 3-point scale, where: 1 = “Improving”; 2 = “Staying the same”; and 3 = “Getting worse”
- Lower “Average” indicates a belief in an improving relationship

Item	Response	Union Representatives				Labor Relations Practitioners				Supervisors			
		AF (n = 85)	Army (n = 86)	Navy (n = 123)	4 <sup>th</sup> Estate (n = 106)	AF (n = 76)	Army (n = 71)	Navy (n = 76)	4 <sup>th</sup> Estate (n = 37)	AF (n = 915)	Army (n = 475)	Navy (n = 97)	4 <sup>th</sup> Estate (n = 341)
The relationship between labor and management in my workplace is:	Improving	22.4%	33.7%	26.8%	36.8%	32.9%	35.2%	23.7%	37.8%	12.9%	15.2%	21.6%	25.8%
	Staying the same	44.7%	38.4%	39.8%	37.7%	48.7%	59.2%	63.2%	48.6%	77.2%	69.5%	66.0%	63.0%
	Getting worse	32.9%	27.9%	33.3%	25.5%	18.4%	5.6%	13.2%	13.5%	9.9%	15.4%	12.4%	11.1%
	<b>Average</b>	2.11	1.94	2.07	1.89	1.86	1.70	1.89	1.76	1.97	2.00	1.91	1.85