



UNDER SECRETARY OF DEFENSE
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MAY 18 2010

PERSONNEL AND
READINESS

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF
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DIRECTOR, OPERATIONAL TEST AND EVALUATION
DIRECTOR, COST ASSESSMENT AND PROGRAM
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INSPECTOR GENERAL OF THE DEPARTMENT OF
DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Establishment of Labor-Management Forums in the Department of Defense

Executive Order (E.O.) 13522, "Creating Labor-Management Forums to Improve Delivery of Government Services," requires the Department to establish labor management forums that foster cooperation between labor and management in federal agencies. On April 6, 2010, the Deputy Secretary of Defense signed a memorandum affirming his commitment to cultivating and promoting cooperative and productive labor management relations and establishing forums throughout the Department.

I share the Deputy Secretary's vision in promoting more productive labor management relations within the Department and believe that labor management forums will enhance the way the Department does business. We are making significant progress in creating a Department-level forum. Activities in the Military Departments and the Defense Agencies should begin moving forward immediately in establishing forums at the appropriate levels, particularly at the level of exclusive recognition.

The National Council on Federal Labor-Management Relations has recommended the following Guiding Principles for Labor and Management Forums established under E.O. 13522:

- Labor-management forums should contribute positively to the performance of the agency
- Labor-management forums should promote the economic and workplace interests of employees and managers
- Labor-management forums should operate with a clear charter that grants the parties broad authority to develop solutions jointly on issues that fall outside the scope of bargaining
- Employees and their union representatives should have pre-decisional involvement in all workplace matters to the fullest extent practicable, without regard to whether those matters are negotiable subjects of bargaining under 5 U.S.C. § 7106
- Management and union officials and participants in labor-management forums should receive training on the requirements of the E.O., the guiding principles, and tools and processes that could assist with problem-solving and conflict resolution
- Labor-management forums should use skilled facilitators at appropriate times
- Labor-management forums should set goals, measure performance, and communicate results
- Managers and union representatives at all levels should be committed to making labor-management forums work, which means being personally engaged
- In the spirit of the larger labor-management engagement process, all parties should take a cooperative approach to collective bargaining
- Labor-management forums should be led by relevant decision makers and supported by appropriate staff
- The parties should devote sufficient resources to the implementation of the E.O.

I know I can count on management to work collaboratively with employee representatives of the Department's dedicated civilian workers in confronting the challenges and opportunities that are facing the Department. I thank you for your cooperation as we move forward in this exciting new era of labor-management relations.



Clifford L. Stanley