

Appendix C

Survey Responses By Role

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Demographic Responses by Role

Component / Agency

- Aligns with Question #2 in Appendix A
- Question intro stated “In which DoD Component or agency do you work?”

Item	Response	Union Representatives (n = 470)	Labor Relations Practitioners (n = 310)	Supervisors (n = 2441)
In which DoD Component or agency do you work?	Air Force	20.0%	28.4%	50.4%
	Army	21.7%	25.2%	25.5%
	Navy	27.9%	23.9%	3.9%
	Marine Corps	3.0%	4.5%	1.1%
	National Guard	2.6%	4.2%	1.5%
	DeCA	0.4%	2.3%	2.0%
	DCAA	0%	0%	2.0%
	CPMS	0%	1.0%	0%
	DoDEA	17.4%	0.3%	0.6%
	DCMA	1.5%	0.6%	3.5%
	WHS	0.2%	1.3%	0.1%
	DFAS	0.9%	1.3%	0.1%
	DISA	0%	1.3%	0.2%
	DLA	2.8%	2.9%	7.1%
	DTRA	0%	0%	0.1%
	PFPA	0%	0%	0.3%
	OSD	0%	0.3%	0%
	USACE	0.2%	0%	0.1%
	USCG	0.2%	0%	0%
	DoD (Other)	1.1%	2.6%	1.4%

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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 (n =469)	Labor Relations Practitioners (n = 309)	Supervisors (n = 2440)
How many years have you been employed with DoD (in a civilian, military, National Guard, or Reserve capacity)?	Less Than 1 Year	0%	1.0%	0.1%
	1-5 Years	5.8%	17.5%	3.5%
	6 – 10 Years	10.4%	13.3%	7.1%
	11-15 Years	14.3%	8.4%	7.0%
	Over 15 Years	69.5%	59.9%	82.1%

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 (n =469)	Labor Relations Practitioners (n = 310)	Supervisors (n = 2438)
How many years have you been employed with your current agency?	Less Than 1 Year	0.2%	6.1%	2.7%
	1-5 Years	13.4%	33.2%	17.1%
	6 – 10 Years	18.6%	17.1%	17.1%
	11-15 Years	19.0%	9.4%	12.1%
	Over 15 Years	48.8%	34.2%	51.1%

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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 (n =455)	Supervisors (n = 2615)
Union representatives: For how many years have you been involved in Union activities?	Less Than 1 Year	3.1%	4.1%
	1-5 Years	30.1%	36.1%
	6 – 10 Years	20.7%	23.9%
	11-15 Years	16.0%	12.7%
	Over 15 Years	30.1%	16.9%
Supervisors: How many years have you supervised bargaining unit employees?	I have not supervised bargaining unit employees (supervisors only)	N/A	6.3%

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Unions Involved With

- Aligns with Questions #8a and #8b in Appendix A
- Question intro for Union representatives stated “What Union are you a member of?”
- Question intro for supervisors stated “With which Union(s) do you regularly interact? (Select one or multiple from list)”
- “Supervisors” column will not add to 100% because supervisors could choose multiple Unions or choose not to select any.

Item	Response	Union Representatives (n =456)	Supervisors (n = 2450)
Union representatives: What Union are you a member of?	ACT	11.6%	9.2%
	AFGE	32.5%	57.3%
	FEA	19.3%	1.2%
	IAMAW	0.2%	1.0%
	IBEW	4.6%	0.8%
Supervisors: With which Union(s) do you regularly interact? (Select one or multiple from list)	IFPTE	7.5%	1.1%
	LIUNA	7.9%	1.7%
	NAGE	3.3%	5.0%
	NAIL	5.0%	0.4%
	NFFE	5.7%	3.0%
	Other	2.4%	13.6%

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Level 1: Reaction / Attitude Responses by Role

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.
- Significant differences in averages across groups are highlighted in yellow. When only one score is highlighted, it is significantly different than the other scores in the row. When two scores are highlighted, they are significantly different from each other but not different from the other score. When all three scores are highlighted, they are all significantly different from each other.
- 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 (n = 411 to 412)	Labor Relations Practitioners (n = 274 to 275)	Supervisors (n = 1888 to 1892)
Shared Mission Index	Average	2.75	2.88	2.96
There is a strong sense of shared mission among management and Union leadership.	Agree	34.7%	34.5%	30.2%
	Disagree	44.9%	35.6%	29.7%
	Average	2.77	2.91	2.94
Management believes that the Union contributes positively to the DoD mission.	Agree	21.9%	25.9%	26.5%
	Disagree	53.5%	37.6%	27.4%
	Average	2.44	2.81	2.94
The Union believes that Management contributes positively to the DoD mission.	Agree	38.2%	28.0%	22.8%
	Disagree	28.7%	31.6%	20.9%
	Average	3.05	2.92	2.99

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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.
- Significant differences in averages across groups are highlighted in yellow. When only one score is highlighted, it is significantly different than the other scores in the row. When two scores are highlighted, they are significantly different from each other but not different from the other score. When all three scores are highlighted, they are all significantly different from each other.
- 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 (n = 412)	Labor Relations Practitioners (n = 273 to 275)	Supervisors (n = 1888 to 1890)
Reprisal Fear Index	Average	3.39	2.49	2.54
Officers and stewards in the Union fear that management will treat them negatively because of their position in the Union.	Agree	49.0%	18.7%	11.5%
	Disagree	28.9%	47.6%	39.1%
	Average	3.33	2.62	2.65
Employees fear reprisal for being active in the Union.	Agree	55.1%	10.9%	9.6%
	Disagree	26.9%	58.5%	53.6%
	Average	3.45	2.36	2.42

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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.
- Significant differences in averages across groups are highlighted in yellow. When only one score is highlighted, it is significantly different than the other scores in the row. When two scores are highlighted, they are significantly different from each other but not different from the other score. When all three scores are highlighted, they are all significantly different from each other.
- 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 (n = 393 to 396)	Labor Relations Practitioners (n = 256 to 259)	Supervisors (n= 1760 to 1768)
Union Hostility Index	Average	1.99	3.01	2.86
The Union is hostile towards management.	Agree	7.4%	29.6%	16.9%
	Disagree	76.8%	40.1%	37.8%
	Average	2.03	2.91	2.75
The Union appears to dislike management.	Agree	13.0%	34.2%	22.6%
	Disagree	63.9%	37.7%	32.4%
	Average	2.31	3.04	2.89
The Union is more interested in opposing management than in "what is right."	Agree	4.1%	32.8%	24.4%
	Disagree	90.1%	33.6%	31.7%
	Average	1.63	3.07	2.95

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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.
- Significant differences in averages across groups are highlighted in yellow. When only one score is highlighted, it is significantly different than the other scores in the row. When two scores are highlighted, they are significantly different from each other but not different from the other score. When all three scores are highlighted, they are all significantly different from each other.
- 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 (n = 393 to 395)	Labor Relations Practitioners (n = 259)	Supervisors (n = 1762 to 1768)
Management Hostility Index	Average	3.13	2.44	2.57
Management is hostile towards the Union.	Agree	37.8%	11.2%	8.2%
	Disagree	35.0%	64.9%	47.4%
	Average	3.07	2.34	2.53
Management appears to dislike the Union.	Agree	49.9%	19.3%	13.5%
	Disagree	30.5%	47.5%	39.3%
	Average	3.28	2.68	2.69
Management is more interested in opposing the Union than in “what is right.”	Agree	39.2%	6.9%	6.2%
	Disagree	40.5%	63.3%	47.7%
	Average	3.04	2.30	2.49

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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.
- Significant differences in averages across groups are highlighted in yellow. When only one score is highlighted, it is significantly different than the other scores in the row. When two scores are highlighted, they are significantly different from each other but not different from the other score. When all three scores are highlighted, they are all significantly different from each other.
- 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 (n = 390 to 395)	Labor Relations Practitioners (n = 258 to 259)	Supervisors (n = 1762 to 1769)
Mutual Trust Index	Average	2.66	2.64	2.93
Managers trust Union representatives.	Agree	26.9%	19.8%	21.9%
	Disagree	39.5%	40.3%	23.4%
	Average	2.75	2.70	2.94
Union representatives trust managers	Agree	19.3%	15.1%	19.2%
	Disagree	49.2%	47.5%	23.5%
	Average	2.57	2.58	2.92

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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.
- Significant differences in averages across groups are highlighted in yellow. When only one score is highlighted, it is significantly different than the other scores in the row. When two scores are highlighted, they are significantly different from each other but not different from the other score. When all three scores are highlighted, they are all significantly different from each other.
- 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 (n = 382 to 389)	Labor Relations Practitioners (n = 238 to 247)	Supervisors (n = 1314 to 1387)
Involvement in Discussions Index	Average	3.40	3.99	3.27
My opinion is heard.	Agree	66.5%	84.0%	43.5%
	Disagree	19.8%	4.5%	14.8%
	Average	3.63	4.11	3.31
My opinion is respected.	Agree	49.9%	79.9%	40.2%
	Disagree	31.4%	6.6%	14.6%
	Average	3.24	4.03	3.28
I receive the information I need from those with whom I negotiate.	Agree	46.1%	66.8%	38.6%
	Disagree	29.8%	16.4%	16.1%
	Average	3.21	3.64	3.23
I have the opportunity to offer relevant information.	Agree	70.7%	86.6%	45.3%
	Disagree	16.2%	4.9%	14.7%
	Average	3.70	4.14	3.33
My contributions are valued.	Agree	46.8%	77.2%	37.1%
	Disagree	30.3%	6.5%	16.3%
	Average	3.21	3.99	3.22

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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 (n = 443)	Labor Relations Practitioners (n = 290)	Supervisors (n = 2135)
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.	43.0%	18.2%	31.0%
	Employees have a NEGATIVE view of joint labor-management forums/committees.	17.1%	3.0%	13.4%
	Employees are not aware of joint labor/management forums/committees.	26.2%	38.2%	20.0%
	I am not familiar with the employees’ view of labor-management forums/committees	13.8%	40.6%	35.6%

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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".
- Significant differences in averages across groups are highlighted in yellow. When only one score is highlighted, it is significantly different than the other scores in the row. When two scores are highlighted, they are significantly different from each other but not different from the other score. When all three scores are highlighted, they are all significantly different from each other.
- 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
I have sufficient time to perform my role in labor-management relations activities.	Agree	46.5%	49.5%	28.0%
	Disagree	31.9%	31.3%	14.0%
	Average	3.09	3.19	3.15
The Union has respect for management's goals.	Agree	79.5%	37.8%	34.5%
	Disagree	4.8%	27.0%	19.4%
	Average	3.91	3.07	3.12
Management has respect for the Union's goals.	Agree	25.0%	44.4%	40.5%
	Disagree	46.0%	17.0%	10.2%
	Average	2.67	3.29	3.31
In general, the Union is receptive to change.	Agree	76.8%	34.0%	25.5%
	Disagree	5.1%	37.1%	24.4%
	Average	3.83	2.88	2.96
In general, Management is receptive to change.	Agree	32.4%	61.8%	42.5%
	Disagree	39.5%	11.2%	11.4%
	Average	2.81	3.53	3.32
The quality of the labor-management relationship matters to me.	Agree	96.2%	91.2%	64.4%
	Disagree	1.0%	1.5%	3.6%
	Average	4.61	4.31	3.76

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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 (n = 443)	Labor Relations Practitioners (n = 290)	Supervisors (n = 2135)
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	79.2%	90.2%	63.2%
	Only the Union representative(s) have freedom to put forth ideas in labor-management forums/committee	2.0%	4.9%	8.0%
	Only managers have freedom to put forth ideas in labor-management forums/committees	10.1%	0%	0.6%
	Neither the Union representative(s) nor managers have freedom to put forth ideas in labor-management forums/committee	1.7%	1.2%	2.4%
	I am not familiar with labor-management forums/committees	7.0%	3.7%	25.8%

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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 (n = 413)	Labor Relations Practitioners (n = 273)	Supervisors (n = 1858)
Overall, I would characterize the labor-management relations climate in my workplace as:	Cooperative on Most Issues	32.9%	45.4%	49.1%
	Equally as Cooperative as Adversarial	33.4%	36.6%	35.6%
	Adversarial on Most Issues	33.7%	17.9%	15.3%
	Average	2.01	1.73	1.66

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Level 2: Learning / Knowledge Responses by Role

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.
- Significant differences in averages across groups are highlighted in yellow. When only one score is highlighted, it is significantly different than the other scores in the row. When two scores are highlighted, they are significantly different from each other but not different from the other score. When all three scores are highlighted, they are all significantly different from each other.
- Percent “Sufficient or More” is based on a combination of “Sufficient” and “More Than Sufficient” responses.

Item	Response	Union Representatives (n = 334 to 370)	Labor Relations Practitioners (n = 211 to 236)	Supervisors (n = 1096 to 1295)
Training Index	Average	1.66	2.02	1.62
Labor statutes	Insufficient	36.7%	11.6%	32.1%
	Sufficient or More	55.2%	79.1%	40.0%
	I Don’t Know	8.1%	9.3%	27.9%
	Average	1.70	2.11	1.61
The collective bargaining agreement	Insufficient	29.7%	8.2%	29.1%
	Sufficient or More	63.5%	81.6%	45.8%
	I Don’t Know	6.8%	10.2%	25.1%
	Average	1.83	2.20	1.69
Alternative dispute resolution	Insufficient	42.0%	23.9%	28.8%
	Sufficient or More	49.7%	63.3%	46.1%
	I Don’t Know	8.3%	12.7%	25.1%
	Average	1.66	1.92	1.70

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Item	Response	Union Representatives (n = 334 to 370)	Labor Relations Practitioners (n = 211 to 236)	Supervisors (n = 1096 to 1295)
Interest-based bargaining	Insufficient	42.4%	22.2%	35.5%
	Sufficient or More	42.9%	64.2%	31.0%
	I Don't Know	14.7%	13.6%	33.5%
	Average	1.62	1.92	1.51
Work processes	Insufficient	40.3%	12.9%	28.9%
	Sufficient or More	47.1%	69.5%	43.2%
	I Don't Know	12.7%	17.6%	27.9%
	Average	1.61	2.05	1.67
Executive Order 13522, entitled "Creating Labor-Management Forums to Improve Delivery of Government Services"	Insufficient	51.5%	22.9%	40.3%
	Sufficient or More	32.8%	65.9%	23.3%
	I Don't Know	15.7%	11.2%	36.4%
	Average	1.46	1.95	1.41

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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.
- Significant differences in averages across groups are highlighted in yellow. When only one score is highlighted, it is significantly different than the other scores in the row. When two scores are highlighted, they are significantly different from each other but not different from the other score. When all three scores are highlighted, they are all significantly different from each other.

Item	Response	Union Representatives (n = 397 to 398)	Labor Relations Practitioners (n = 259 to 262)	Supervisors (n = 1729 to 1736)
Knowledge Index	Average	2.21	2.66	1.90
Bargaining rights	No Knowledge	5.5%	0.8%	17.5%
	Some Knowledge	52.5%	28.6%	69.0%
	A Lot of Knowledge	42.0%	70.6%	13.4%
	Average	2.36	2.70	1.96
Bargaining processes	No Knowledge	8.3%	1.1%	20.8%
	Some Knowledge	53.9%	32.1%	66.9%
	A Lot of Knowledge	37.8%	66.8%	12.3%
	Average	2.29	2.66	1.91
Labor law and policies	No Knowledge	11.4%	0.8%	18.0%
	Some Knowledge	63.9%	33.6%	72.3%
	A Lot of Knowledge	24.7%	65.6%	9.7%
	Average	2.13	2.65	1.92

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Item	Response	Union Representatives (n = 397 to 398)	Labor Relations Practitioners (n = 259 to 262)	Supervisors (n = 1729 to 1736)
The current collective bargaining agreement	No Knowledge	3.0%	2.3%	18.0%
	Some Knowledge	44.1%	17.0%	62.4%
	A Lot of Knowledge	52.9%	80.7%	19.6%
	Average	2.50	2.78	2.02
DoD personnel policies	No Knowledge	8.5%	0.4%	9.8%
	Some Knowledge	66.6%	29.5%	68.3%
	A Lot of Knowledge	24.9%	70.1%	21.9%
	Average	2.16	2.70	2.12
Executive Order 13522, entitled "Creating Labor-Management Forums to Improve Delivery of Government Services"	No Knowledge	33.0%	5.0%	54.1%
	Some Knowledge	50.6%	43.3%	42.4%
	A Lot of Knowledge	16.4%	51.7%	3.5%
	Average	1.83	2.47	1.49

Appendix C: Survey Responses by Role

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 (n = 442)	Labor Relations Practitioners (n = 291)	Supervisors (n = 2126)
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	66.3%	95.2%	30.9%
	No	33.7%	4.8%	69.1%

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 (n = 395)	Labor Relations Practitioners (n = 256)	Supervisors (n = 1700)
Have Union representatives and management in your workplace received joint training?	Yes	43.3%	54.7%	20.8%
	No	43.8%	28.9%	21.7%
	I don't know	12.9%	16.4%	57.5%

Appendix C: Survey Responses by Role

Level 3: Behavior Responses by Role

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.
- Significant differences in averages across groups are highlighted in yellow. When only one score is highlighted, it is significantly different than the other scores in the row. When two scores are highlighted, they are significantly different from each other but not different from the other score. When all three scores are highlighted, they are all significantly different from each other.
- 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 (n = 359 to 396)	Labor Relations Practitioners (n = 204 to 259)	Supervisors (n = 917 to 1768)
Cooperative Management Behavior Index	Average	2.91	3.58	3.55
Management tries to cooperate with the Union.	Never/Rarely	24.1%	2.6%	5.2%
	Often/ All the Time	33.6%	73.0%	66.1%
	Average	3.13	3.86	3.78

Appendix C: Survey Responses by Role

Item	Response	Union Representatives (n = 359 to 396)	Labor Relations Practitioners (n = 204 to 259)	Supervisors (n = 917 to 1768)
Managers go the extra mile to make the labor-management relationship more collaborative.	Never/Rarely	50.3%	9.6%	10.7%
	Often/ All the Time	16.9%	51.3%	55.4%
	Average	2.56	3.50	3.57
Management accepts the Union's position when the Union is right.	Never/Rarely	29.8%	2.6%	5.8%
	Often/ All the Time	31.4%	62.9%	62.4%
	Average	3.05	3.71	3.74
In dealing with formal grievances, management tries to understand the Union's side.	Never/Rarely	30.9%	4.0%	6.3%
	Often/ All the Time	32.2%	59.3%	58.8%
	Average	2.99	3.69	3.65
Management quarrels with the Union over minor issues.	Never/Rarely	35.8%	48.9%	52.4%
	Often/ All the Time	24.5%	7.8%	9.3%
	Average	2.86	2.54	2.49
Management implements Union suggestions in the way that they were intended to be implemented.	Never/Rarely	32.8%	3.4%	8.5%
	Often/ All the Time	21.9%	52.5%	52.7%
	Average	2.87	3.55	3.52
Management implements Union suggestions when they are appropriate.	Never/Rarely	29.5%	4.6%	8.4%
	Often/ All the Time	26.2%	58.0%	54.9%
	Average	2.95	3.58	3.56

Appendix C: Survey Responses by Role

Item	Response	Union Representatives (n = 359 to 396)	Labor Relations Practitioners (n = 204 to 259)	Supervisors (n = 917 to 1768)
In dealing with the Union, management attempts to find solutions that are acceptable to both parties.	Never/Rarely	31.6%	3.5%	7.9%
	Often/ All the Time	25.9%	71.9%	60.1%
	Average	2.95	3.78	3.63
Management listens to the Union's ideas.	Never/Rarely	21.9%	4.4%	8.4%
	Often/ All the Time	36.5%	59.8%	54.6%
	Average	3.22	3.66	3.55
Management shares information with the Union.	Never/Rarely	31.3%	7.3%	12.7%
	Often/ All the Time	28.3%	64.7%	50.7%
	Average	2.96	3.67	3.44
Management helps the Union solve problems.	Never/Rarely	41.5%	14.0%	15.6%
	Often/ All the Time	20.6%	38.7%	39.0%
	Average	2.75	3.25	3.25
Management involves the Union when considering changes.	Never/Rarely	42.5%	12.3%	10.0%
	Often/ All the Time	24.1%	56.6%	62.7%
	Average	2.74	3.62	3.71
Management compromises with the Union.	Never/Rarely	33.2%	3.1%	9.7%
	Often/ All the Time	17.7%	48.7%	40.6%
	Average	2.78	3.50	3.35
Management opposes the changes advocated by the Union.	Never/Rarely	11.8%	26.1%	39.1%
	Often/ All the Time	44.2%	9.3%	10.1%
	Average	3.41	2.79	2.67

Appendix C: Survey Responses by Role

Item	Response	Union Representatives (n = 359 to 396)	Labor Relations Practitioners (n = 204 to 259)	Supervisors (n = 917 to 1768)
Management makes an effort to understand the Union's problems	Agree	34.6%	74.5%	48.2%
	Disagree	39.1%	5.8%	8.4%
	Average	2.86	3.76	3.41

Appendix C: Survey Responses by Role

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.
- Significant differences in averages across groups are highlighted in yellow. When only one score is highlighted, it is significantly different than the other scores in the row. When two scores are highlighted, they are significantly different from each other but not different from the other score. When all three scores are highlighted, they are all significantly different from each other.
- 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	Satisfaction	Union Representatives (n = 362 to 395)	Labor Relations Practitioners (n = 220 to 259)	Supervisors (n = 938 to 1770)
Cooperative Union Behavior Index	Average	3.87	3.01	3.16
The Union tries to cooperate with management.	Never/Rarely	1.8%	15.5%	14.5%
	Often/ All the Time	91.1%	42.1%	49.8%
	Average	4.27	3.30	3.44
In dealing with formal grievances, the Union tries to understand management’s side.	Never/Rarely	1.9%	31.8%	22.3%
	Often/ All the Time	83.7%	25.9%	39.5%
	Average	4.14	2.92	3.20

Appendix C: Survey Responses by Role

Item	Satisfaction	Union Representatives (n = 362 to 395)	Labor Relations Practitioners (n = 220 to 259)	Supervisors (n = 938 to 1770)
The Union accepts management's position when management is right.	Never/Rarely	2.4%	13.8%	11.8%
	Often/ All the Time	88.4%	40.1%	48.7%
	Average	4.26	3.31	3.45
Union representatives go the extra mile to make the labor-management relationship more collaborative.	Never/Rarely	4.0%	31.7%	24.3%
	Often/ All the Time	69.1%	24.7%	35.1%
	Average	3.86	2.89	3.12
The Union quarrels with management over minor issues.	Never/Rarely	59.7%	19.6%	34.5%
	Often/ All the Time	7.2%	43.0%	27.2%
	Average	2.34	3.38	2.95
The Union listens to management's ideas.	Never/Rarely	1.9%	16.1%	19.8%
	Often/ All the Time	86.5%	41.7%	40.4%
	Average	4.20	3.29	3.23
In dealing with management, the Union attempts to find solutions that are acceptable to both parties.	Never/Rarely	3.0%	24.6%	19.9%
	Often/ All the Time	66.6%	34.6%	40.6%
	Average	3.78	3.09	3.23
The Union helps management solve problems.	Never/Rarely	5.5%	36.2%	31.5%
	Often/ All the Time	62.2%	20.1%	29.0%
	Average	3.74	2.78	2.92
The Union shares information with management.	Never/Rarely	3.8%	32.3%	24.2%
	Often/ All the Time	75.8%	31.4%	34.5%
	Average	3.94	2.97	3.09

Appendix C: Survey Responses by Role

Item	Satisfaction	Union Representatives (n = 362 to 395)	Labor Relations Practitioners (n = 220 to 259)	Supervisors (n = 938 to 1770)
The Union compromises with management.	Never/Rarely	5.2%	20.6%	20.2%
	Often/ All the Time	46.8%	25.0%	25.5%
	Average	3.45	3.03	3.04
The Union opposes changes advocated by management.	Never/Rarely	20.7%	13.8%	27.6%
	Often/ All the Time	11.9%	35.1%	23.5%
	Average	2.90	3.27	2.96
The Union makes an effort to understand management's problems.	Agree	91.4%	44.4%	33.2%
	Disagree	3.5%	30.9%	22.2%
	Average	4.17	3.07	3.06

Appendix C: Survey Responses by Role

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.
- Significant differences in averages across groups are highlighted in yellow. When only one score is highlighted, it is significantly different than the other scores in the row. When two scores are highlighted, they are significantly different from each other but not different from the other score. When all three scores are highlighted, they are all significantly different from each other.
- 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	Satisfaction	Union Representatives (n= 391 to 395)	Labor Relations Practitioners (n = 258 to 259)	Supervisors (n = 1761 to 1768)
Management Compliance Index	Average	2.78	3.89	3.61
Management lives up to its agreements.	Agree	29.7%	81.4%	54.8%
	Disagree	41.2%	2.7%	6.1%
	Average	2.72	3.89	3.54
Management complies with the collective bargaining agreement.	Agree	35.7%	77.9%	63.4%
	Disagree	41.5%	4.7%	4.5%
	Average	2.85	3.88	3.67

Appendix C: Survey Responses by Role

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.
- Significant differences in averages across groups are highlighted in yellow. When only one score is highlighted, it is significantly different than the other scores in the row. When two scores are highlighted, they are significantly different from each other but not different from the other score. When all three scores are highlighted, they are all significantly different from each other.
- 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 (n = 393 to 395)	Labor Relations Practitioners (n = 258 to 259)	Supervisors (n = 1761 to 1768)
Union Compliance Index	Average	4.15	3.51	3.44
The Union lives up to its agreements.	Agree	88.8%	61.4%	44.0%
	Disagree	1.3%	14.3%	9.3%
	Average	4.11	3.45	3.35
The Union complies with the collective bargaining agreement.	Agree	89.8%	62.8%	55.3%
	Disagree	1.8%	10.9%	5.9%
	Average	4.18	3.58	3.53

Appendix C: Survey Responses by Role

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 (n = 443)	Labor Relations Practitioners (n = 290)	Supervisors (n = 2135)
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	67.9%	56.9%	33.4%
	No	26.0%	37.2%	22.2%
	I don't Know	6.1%	5.9%	44.4%

Appendix C: Survey Responses by Role

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 (n = 375)	Labor Relations Practitioners (n = 242)	Supervisors (n = 1591)
How often do your Union and management representatives meet to discuss issues?	Daily	2.7%	9.1%	0.1%
	Less Than Daily, But At Least Weekly	14.1%	16.9%	2.8%
	Less Than Weekly, But At Least Biweekly	4.8%	11.2%	1.1%
	Less Than Biweekly, But At Least Monthly	32.8%	15.3%	5.7%
	Less Than Monthly, But At Least Quarterly	17.1%	21.9%	7.2%
	Less Than Quarterly But At Least Annually	8.5%	7.9%	7.2%
	Less Than Annually	10.1%	4.5%	9.1%
	I Don't Know	9.9%	13.2%	66.8%

Appendix C: Survey Responses by Role

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 (n = 377)	Labor Relations Practitioners (n = 239)	Supervisors (n = 1532)
Please indicate the frequency with which you deal with grievances	Daily	5.6%	9.6%	0.7%
	Less Than Daily, But At Least Weekly	9.5%	14.6%	0.5%
	Less Than Weekly, But At Least Biweekly	7.2%	10.0%	1.3%
	Less Than Biweekly, But At Least Monthly	14.3%	16.3%	2.4%
	Less Than Monthly, But At Least Quarterly	19.1%	20.5%	4.9%
	Less Than Quarterly But At Least Annually	25.5%	15.1%	13.7%
	Less Than Annually	12.7%	6.7%	40.5%
	Never	6.1%	7.1%	35.9%

Appendix C: Survey Responses by Role

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 (n = 370 to 373)	Labor Relations Practitioners (n = 235 to 239)	Supervisors (n = 1530 to 1536)
Specific Grievance Frequency				
Assignment of work	At Least Monthly	16.7%	15.7%	4.8%
	Less Than Monthly But At Least Annually	40.9%	41.9%	11.4%
	Less Than Annually or Not Applicable	42.5%	42.4%	83.7%
Performance Evaluations	At Least Monthly	9.9%	12.1%	1.8%
	Less Than Monthly But At Least Annually	41.1%	54.0%	17.1%
	Less Than Annually or Not Applicable	48.9%	33.9%	81.1%

Appendix C: Survey Responses by Role

Item	Response	Union Representatives (n = 370 to 373)	Labor Relations Practitioners (n = 235 to 239)	Supervisors (n = 1530 to 1536)
Changes in Working Conditions	At Least Monthly	27.4%	31.9%	3.4%
	Less Than Monthly But At Least Annually	42.7%	41.2%	15.0%
	Less Than Annually or Not Applicable	29.8%	26.9%	81.6%
Reprisal for Union Role	At Least Monthly	9.4%	6.0%	0.7%
	Less Than Monthly But At Least Annually	21.8%	19.6%	2.6%
	Less Than Annually or Not Applicable	68.7%	74.5%	96.7%
Leave Denials	At Least Monthly	13.8%	11.5%	1.2%
	Less Than Monthly But At Least Annually	29.7%	32.3%	5.2%
	Less Than Annually or Not Applicable	56.5%	56.2%	93.6%

Appendix C: Survey Responses by Role

Item	Response	Union Representatives (n = 370 to 373)	Labor Relations Practitioners (n = 235 to 239)	Supervisors (n = 1530 to 1536)
Promotions	At Least Monthly	7.5%	8.0%	0.8%
	Less Than Monthly But At Least Annually	25.6%	29.0%	7.3%
	Less Than Annually or Not Applicable	66.8%	63.0%	91.9%
Pay / Overtime	At Least Monthly	18.9%	15.1%	3.1%
	Less Than Monthly But At Least Annually	29.4%	32.8%	8.7%
	Less Than Annually or Not Applicable	51.8%	52.1%	88.2%
Discipline Regarding Performance	At Least Monthly	17.4%	17.3%	2.3%
	Less Than Monthly But At Least Annually	40.5%	45.6%	14.6%
	Less Than Annually or Not Applicable	42.1%	37.1%	83.1%

Appendix C: Survey Responses by Role

Item	Response	Union Representatives (n = 370 to 373)	Labor Relations Practitioners (n = 235 to 239)	Supervisors (n = 1530 to 1536)
Discipline Regarding Conduct	At Least Monthly	19.6%	38.1%	2.4%
	Less Than Monthly But At Least Annually	33.5%	41.8%	14.1%
	Less Than Annually or Not Applicable	46.9%	20.1%	83.5%

Appendix C: Survey Responses by Role

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.
- Significant differences in averages across groups are highlighted in yellow. When only one score is highlighted, it is significantly different than the other scores in the row. When two scores are highlighted, they are significantly different from each other but not different from the other score. When all three scores are highlighted, they are all significantly different from each other.
- Percents are based on a combination of Never/Rarely and Often/All of the Time responses for.

Item	Satisfaction	Union Representatives	Labor Relations Practitioners	Supervisors
The Union and management work together to try to find creative solutions to problems.	Never / Rarely	23.6%	18.9%	20.8%
	Often / All of the Time	34.4%	31.1%	37.7%
	Average	3.16	3.11	3.18
When a suggestion from the other group is implemented, both sides actively work to ensure success.	Never / Rarely	14.8%	12.0%	10.9%
	Often / All of the Time	42.3%	45.7%	44.4%
	Average	3.33	3.37	3.39

Appendix C: Survey Responses by Role

Level 4: Results Responses by Role

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.
- Significant differences in averages across groups are highlighted in yellow. When only one score is highlighted, it is significantly different than the other scores in the row. When two scores are highlighted, they are significantly different from each other but not different from the other score.

Item	Response	Union Representatives (n = 274 to 358)	Labor Relations Practitioners (n = 176 to 213)	Supervisors (n = 752 to 982)
Results Index	Average	2.00	1.93	1.82
Improved dispute resolution	Not at All	19.8%	18.8%	19.5%
	Somewhat	51.9%	53.5%	58.8%
	A Great Amount	28.4%	27.7%	21.7%
	Average	2.09	2.09	2.02
More timely grievance resolution	Not at All	25.5%	23.6%	23.2%
	Somewhat	48.4%	50.5%	54.6%
	A Great Amount	26.1%	25.9%	22.2%
	Average	2.01	2.02	1.99
Cost savings	Not at All	34.3%	36.9%	47.9%
	Somewhat	43.4%	44.9%	39.4%
	A Great Amount	22.3%	18.2%	12.8%
	Average	1.88	1.81	1.65

Appendix C: Survey Responses by Role

Item	Response	Union Representatives (n = 274 to 358)	Labor Relations Practitioners (n = 176 to 213)	Supervisors (n = 752 to 982)
Improved customer service	Not at All	26.8%	23.7%	39.2%
	Somewhat	46.7%	52.6%	44.9%
	A Great Amount	26.5%	23.7%	15.9%
	Average	2.00	2.00	1.77
Increased productivity	Not at All	25.8%	31.0%	41.5%
	Somewhat	44.9%	53.3%	43.8%
	A Great Amount	29.2%	15.8%	14.6%
	Average	2.03	1.85	1.73
Improved efficiency	Not at All	27.4%	33.0%	41.7%
	Somewhat	44.5%	52.1%	43.2%
	A Great Amount	28.0%	14.9%	15.1%
	Average	2.01	1.82	1.73
Enhanced mission effectiveness	Not at All	22.4%	28.3%	37.2%
	Somewhat	47.1%	53.4%	46.0%
	A Great Amount	30.5%	18.3%	16.8%
	Average	2.08	1.90	1.80
Improved morale	Not at All	32.2%	26.5%	35.7%
	Somewhat	44.4%	56.6%	47.4%
	A Great Amount	23.4%	16.9%	16.9%
	Average	1.91	1.90	1.81
Training and career development opportunities for employees	Not at All	36.7%	31.1%	34.8%
	Somewhat	49.4%	56.8%	49.0%
	A Great Amount	13.9%	12.0%	16.2%
	Average	1.77	1.81	1.81

Appendix C: Survey Responses by Role

Item	Response	Union Representatives (n = 274 to 358)	Labor Relations Practitioners (n = 176 to 213)	Supervisors (n = 752 to 982)
Improved workplace quality (e.g., cleanliness, safety, up to date equipment)	Not at All	20.1%	20.3%	30.5%
	Somewhat	46.4%	56.7%	48.1%
	A Great Amount	33.5%	23.0%	21.4%
	Average	2.13	2.03	1.91

Appendix C: Survey Responses by Role

Informal vs. Formal Conflict Resolution

- Aligns with Questions #29 through #33 in Appendix A
- Question 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.
- Significant differences in averages across groups are highlighted in yellow. When only one score is highlighted, it is significantly different than the other scores in the row. When two scores are highlighted, they are significantly different from each other but not different from the other score. When all three scores are highlighted, they are all significantly different from each other.

Item	Satisfaction	Union Representatives (n = 304 to 337)	Labor Relations Practitioners (n = 184 to 212)	Supervisors (n = 772 to 1042)
Please indicate the frequency with which Informal Resolution is used for Grievances	Never / Rarely	26.1%	21.7%	33.7%
	Often / All the Time	43.9%	39.2%	39.5%
	Average	3.16	3.23	2.98
Please indicate the speed of Formal Conflict Resolution	Extremely Slow / Slow	75.7%	64.7%	65.8%
	Quick / Happens Immediately	24.3%	35.3%	34.2%
	Average	1.98	2.30	2.17
Please indicate the speed of Informal Conflict Resolution	Extremely Slow / Slow	48.2%	35.9%	33.7%
	Quick / Happens Immediately	51.8%	64.1%	66.3%
	Average	2.42	2.64	2.68

Appendix C: Survey Responses by Role

Item	Satisfaction	Union Representatives (n = 304 to 337)	Labor Relations Practitioners (n = 184 to 212)	Supervisors (n = 772 to 1042)
Please indicate how you view the effectiveness of Formal Conflict Resolution	Not / Rarely Effective	30.6%	12.0%	28.6%
	Somewhat / Very Effective	69.4%	88.0%	71.4%
	Average	2.76	3.04	2.77
Please indicate how you view the effectiveness of Informal Conflict Resolution	Not / Rarely Effective	25.5%	10.3%	15.9%
	Somewhat / Very Effective	74.5%	89.7%	84.1%
	Average	2.96	3.23	3.14

Appendix C: Survey Responses by Role

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.
- Significant differences in averages across groups are highlighted in yellow. When only one score is highlighted, it is significantly different than the other scores in the row. When two scores are highlighted, they are significantly different from each other but not different from the other score. When all three scores are highlighted, they are all significantly different from each other.
- 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	Satisfaction	Union Representatives (n = 366 to 371)	Labor Relations Practitioners (n = 222 TO 226)	Supervisors (n = 1305 TO 1331)
Grievances are settled promptly.	Agree	28.7%	61.3%	39.8%
	Disagree	45.9%	17.1%	21.1%
	Average	2.68	3.54	3.17
Grievances are resolved fairly.	Agree	30.9%	79.4%	42.1%
	Disagree	37.7%	4.0%	14.4%
	Average	2.83	3.95	3.29
The Union is committed to resolving grievances at the lowest level possible.	Agree	94.9%	49.8%	44.6%
	Disagree	2.4%	33.2%	17.1%
	Average	4.52	3.18	3.29
Management is committed to resolving grievances at the lowest level possible.	Agree	47.0%	85.4%	64.8%
	Disagree	38.6%	3.5%	6.4%
	Average	3.11	4.15	3.73

Appendix C: Survey Responses by Role

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.
- Significant differences in averages across groups are highlighted in yellow. When only one score is highlighted, it is significantly different than the other scores in the row. When two scores are highlighted, they are significantly different from each other but not different from the other score. When all three scores are highlighted, they are all significantly different from each other.
- 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 (n = 273)	Labor Relations Practitioners (n = 156 to 157)	Supervisors (n = 522 to 524)
Joint labor-management forums achieve results that positively impact the mission.	Agree	70.0%	53.5%	56.9%
	Disagree	16.1%	25.5%	16.6%
	Average	3.81	3.33	3.49
Joint labor-management forums are a common means of implementing important changes.	Agree	68.9%	56.4%	62.5%
	Disagree	18.7%	26.3%	13.4%
	Average	3.74	3.36	3.59

Appendix C: Survey Responses by Role

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 (n = 413)	Labor Relations Practitioners (n = 273)	Supervisors (n = 1861)
The relationship between labor and management in my workplace is:	Improving	29.5%	32.6%	16.3%
	Staying the same	40.7%	54.6%	71.8%
	Getting worse	29.8%	12.8%	11.8%
	Average	2.00	1.80	1.95