

FAS-LERD
Field Advisory Service -
Labor & Employee
Relations Division

DoD Labor-Management Relations Baseline Assessment

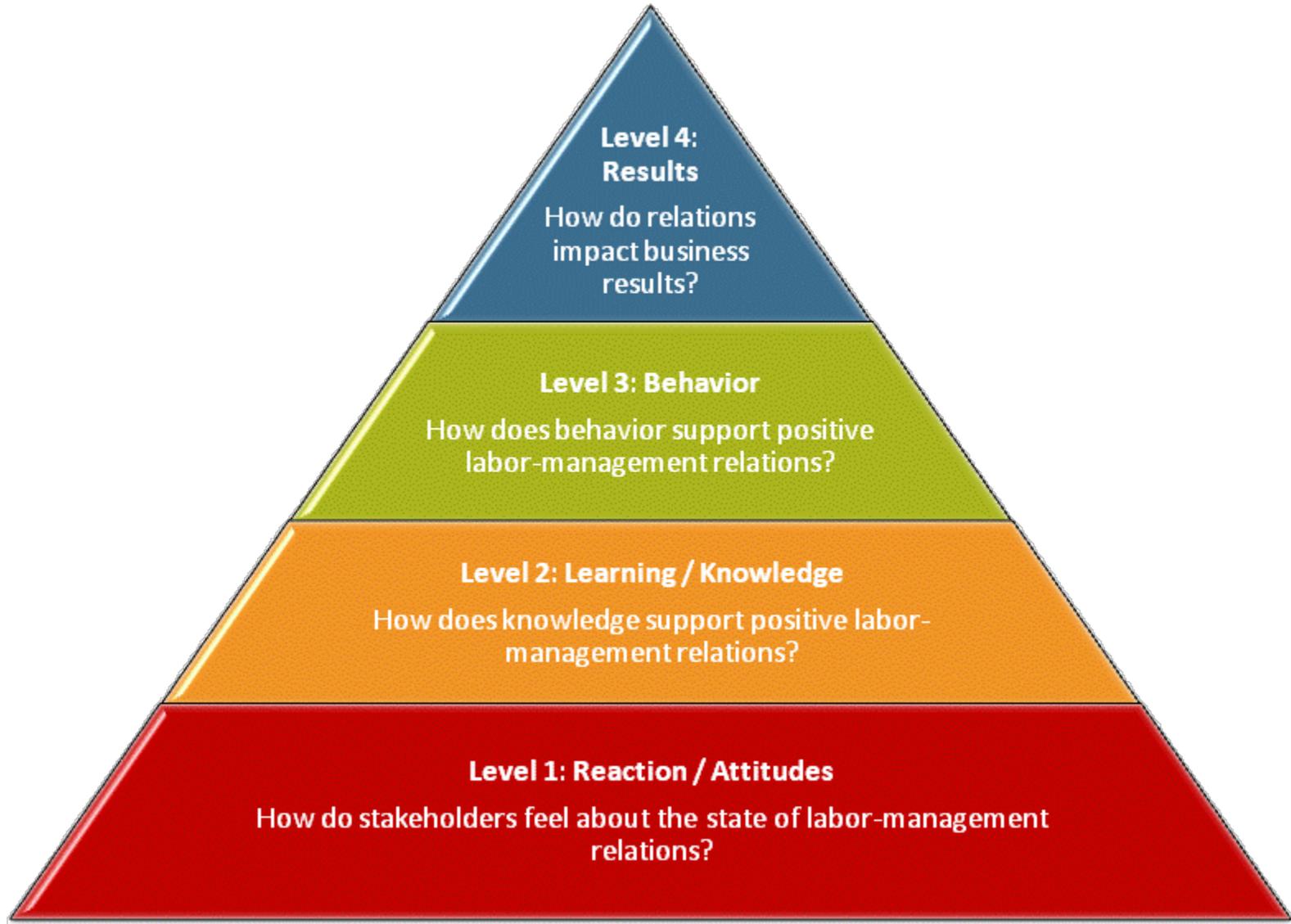
Findings Report

Response Patterns

Group Surveyed	Sample Size (minus undeliverable)	Qualification Response Rate
Labor-Relations Practitioners	743	37% (273)
Local Union Representatives	1092	38% (416)
DoD managers who supervise bargaining unit employees	9425	21% (2000)

*Individual items may have a response rate larger or smaller than the qualification response rate

Four Level Kirkpatrick Model



Findings Across Levels

1. Joint labor-management forums are predictive of a positive labor-management climate at DoD. When joint labor-management forums or committees exist and meet regularly, Union representatives and supervisors rate almost all aspects of the relationship significantly more positively (See Appendix E).
2. There are differences in strengths in the labor-management relationship among the Components (See Appendix D).
3. There are differences in strengths in the labor-management climate among the different Union relationships (See Appendices F & G).

Level 1: Reaction/Attitude Findings

4. Union representatives believe employees have more fear of reprisal for Union activity than supervisors and labor relations practitioners do (Appendix C, Page 6).
5. Respondents do not feel a sense of shared Union-management mission (Appendix C, Page 5).
6. Respondents generally do not believe the labor-management climate is hostile or adversarial. However, Union representatives and management do have an “us versus them” in-group bias. When rating their own groups’ and the other groups’ positive attitudes (i.e., receptivity to change) and negative attitudes (i.e., hostility), supervisors and Union representatives rate their own groups significantly more positively than their counterparts (Appendix C, Pages 7, 8, 14).

Level 1: Reaction/Attitude Findings (continued)

7. Respondents do not feel the relationship is characterized by trust. Across all three groups, there is extremely low agreement that the labor-management relationship is characterized by trust (Appendix C, Page 9).
8. Existing labor management forums/committees are collaborative environments. Respondents across all three groups feel that Union representatives and managers have freedom to put forth ideas (Appendix C, Page 13).
9. Labor relations practitioners feel more involved in discussions and negotiations than others (Appendix C, Page10).

Level 2: Knowledge Findings

10. Labor relations practitioners report more knowledge about ongoing labor relations activities than supervisors and Union representatives. Nonetheless, a large majority of respondents in all three groups report having at least some level of knowledge of labor- management relations topics (Appendix C, Pages 17-18).
11. Labor relations practitioners report more sufficient training on labor topics than supervisors and Union representatives. Fewer than half of supervisors report that they have sufficient training on all six topics in the training index (Appendix C, Pages 15-16).
12. Supervisors are less knowledgeable than the other groups regarding Executive Order 13522, the existence of labor-management forums/committees, and the frequency of labor-management discussions (Appendix C, Pages 18-19).

Level 3: Behavior Findings

13. Regular labor-management discussions take place in DoD (Appendix C, Pages 29-30).
14. Union representatives and supervisors endorse their own positive behavior more than their counterparts do (Appendix C, Pages 20-28).
15. Supervisors are involved in grievance procedures less frequently than the other groups (Appendix C, Pages 31-35).

Level 4: Results Findings

16. Respondents believe current labor-management relations in DoD achieve some important business results (Appendix C, Pages 37-39).
17. All three groups perceive that informal conflict resolution is faster than the formal resolution process. Union representatives perceive slower resolution than the other groups regardless of whether the process is formal or informal (Appendix C, Page 40).
18. Current conflict resolution processes are somewhat effective. The vast majority of respondents from all three groups perceive conflict resolution to be at least somewhat effective, regardless of whether it is formal or informal. However, they view informal conflict resolution as more effective than formal resolution (Appendix C, Page 41).
19. Union representatives believe labor-management relations yield results to a greater extent than supervisors do (Appendix C, Pages 37, 43).