

Appendix E

Survey Responses by Role and Forum Status

Appendix Table of Contents

<i>If you want to know about...</i>	<i>Turn to page...</i>
Demographic Responses by Role and Forum Status	E-1
Tenure with DoD	E-1
Tenure with Agency	E-2
Time Spent with Unions	E-3
Level 1: Reaction / Attitude Responses by Role and Forum Status	E-4
Shared Mission Index	E-4
Reprisal Fear Index	E-6
Union Hostility Index	E-7
Management Hostility Index	E-8
Mutual Trust Index	E-9
Involvement in Discussions Index	E-10
Other Attitudes	E-12
Relationship Cooperativeness	E-14
Level 2: Learning / Knowledge Responses by Role and Forum Status	E-15
Training Index	E-15
Knowledge Index	E-17
Forum Awareness	E-20
Joint Training	E-21

Appendix E: Survey Responses by Role and Forum Status

<i>If you want to know about...</i>	<i>Turn to page...</i>
Level 3: Behavior Responses by Role and Forum Status	E-22
Cooperative Management Behavior Index	E-22
Cooperative Union Behavior Index	E-26
Management Compliance Index	E-30
Union Compliance Index	E-31
Labor-Management Discussions	E-32
Grievance Frequency	E-34
Specific Grievance Frequency	E-36
Other Behaviors	E-41
Level 4: Results Responses by Role and Forum Status	E-42
Results Index	E-42
Informal vs. Formal Conflict Resolution	E-45
Grievance Details	E-47
Relationship Status	E-49

*NOTE: Respondents were included in this Appendix if they answered “Yes” or “No” to the question “Do you currently have a formal labor-management partnership, council, committee, forum, or other collaborative labor relations structure that meets on a regular basis?” Respondents selecting the “I don’t know” option were not included in these analyses.

Appendix E: Survey Responses by Role and Forum Status

Demographic Responses by Role and Forum Status

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	
		Forum (n = 298)	No Forum (n = 114)	Forum (n = 164)	No Forum (n = 108)	Forum (n = 708)	No Forum (n = 472)
How many years have you been employed with DoD (in a civilian, military, National Guard, or Reserve capacity)?	Less Than 1 Year	0%	0%	1.2%	0%	0%	0%
	1-5 Years	5.0%	5.3%	18.9%	15.7%	3.0%	2.1%
	6 – 10 Years	10.1%	9.6%	9.1%	17.6%	4.0%	8.5%
	11-15 Years	16.4%	8.8%	6.1%	10.2%	6.5%	5.9%
	Over 15 Years	68.5%	76.3%	64.6%	56.5%	86.6%	83.5%

Appendix E: Survey Responses by Role and Forum Status

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	
		Forum (n = 297)	No Forum (n = 114)	Forum (n = 165)	No Forum (n = 108)	Forum (n = 711)	No Forum (n = 472)
How many years have you been employed with your current agency?	Less Than 1 Year	0.3%	0%	7.3%	6.5%	1.5%	3.8%
	1-5 Years	12.1%	11.4%	32.1%	30.6%	15.3%	15.0%
	6 – 10 Years	18.5%	17.5%	12.7%	21.3%	13.6%	20.6%
	11-15 Years	22.2%	14.9%	8.5%	7.4%	11.7%	11.9%
	Over 15 Years	46.8%	56.1%	39.4%	34.3%	57.8%	48.7%

Appendix E: Survey Responses by Role and Forum Status

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	
		Forum (n = 292)	No Forum (n = 114)	Forum (n = 713)	No Forum (n = 474)
Union representatives: For how many years have you been involved in Union activities?	Less Than 1 Year	3.4%	1.8%	2.7%	4.2%
	1-5 Years	27.4%	31.6%	31.8%	34.2%
	6 – 10 Years	23.6%	14.9%	24.9%	22.5%
	11-15 Years	17.5%	14.9%	17.7%	11.3%
	Over 15 Years	28.1%	36.8%	19.8%	18.8%
Supervisors: How many years have you supervised bargaining unit employees?	I have not supervised bargaining unit employees (supervisors only)	N/A	N/A	3.1%	9.0%

Appendix E: Survey Responses by Role and Forum Status

Level 1: Reaction / Attitude Responses by Role and Forum Status

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 between “Forum” and “No Forum” respondents within groups are highlighted in yellow.
- 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	
		Forum (n = 278)	No Forum (n = 107 to 108)	Forum (n = 158)	No Forum (n = 102 to 103)	Forum (n = 635 to 637)	No Forum (n = 412 to 414)
Shared Mission Index	Average	2.94	2.31	2.93	2.80	3.14	2.71
There is a strong sense of shared mission among management and Union leadership.	Agree	41.0%	19.4%	37.3%	31.1%	41.2%	20.5%
	Disagree	37.4%	63.9%	39.2%	33.0%	27.4%	39.9%
	Average	2.99	2.22	2.92	2.86	3.11	2.66
Management believes that the Union contributes positively to the DoD mission.	Agree	28.4%	8.3%	31.0%	19.6%	38.6%	18.6%
	Disagree	45.7%	72.2%	33.5%	44.1%	22.9%	38.3%
	Average	2.66	1.92	2.92	2.66	3.15	2.69

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 278)	No Forum (n = 107 to 108)	Forum (n = 158)	No Forum (n = 102 to 103)	Forum (n = 635 to 637)	No Forum (n = 412 to 414)
The Union believes that Management contributes positively to the DoD mission.	Agree	42.8%	29.0%	30.4%	25.2%	33.4%	15.5%
	Disagree	24.8%	37.4%	32.3%	31.1%	19.1%	29.6%
	Average	3.17	2.78	2.96	2.89	3.15	2.80

Appendix E: Survey Responses by Role and Forum Status

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 between "Forum" and "No Forum" respondents within groups are highlighted in yellow.
- 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	
		Forum (n = 278)	No Forum (n = 108)	Forum (n = 157 to 158)	No Forum (n = 102 to 103)	Forum (n = 635)	No Forum (n = 415)
Reprisal Fear Index	Average	3.22	3.80	2.39	2.62	2.41	2.59
Officers and stewards in the Union fear that management will treat them negatively because of their position in the Union.	Agree	44.6%	59.3%	18.5%	19.6%	12.4%	14.2%
	Disagree	33.8%	20.4%	54.8%	38.2%	50.2%	35.7%
	Average	3.16	3.69	2.50	2.78	2.52	2.70
Employees fear reprisal for being active in the Union.	Agree	49.3%	72.2%	10.1%	11.7%	10.2%	11.6%
	Disagree	31.7%	16.7%	61.4%	55.3%	63.0%	49.2%
	Average	3.29	3.91	2.28	2.47	2.30	2.48

Appendix E: Survey Responses by Role and Forum Status

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 between "Forum" and "No Forum" respondents within groups are highlighted in yellow.
- 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	
		Forum (n = 264 to 267)	No Forum (n = 102 to 104)	Forum (n = 148 to 150)	No Forum (n = 95 to 96)	Forum (n = 596 to 601)	No Forum (n = 386 to 389)
Union Hostility Index	Average	2.01	1.87	3.02	2.95	2.73	2.97
The Union is hostile towards management.	Agree	6.4%	9.6%	33.6%	22.9%	16.9%	20.7%
	Disagree	77.3%	76.9%	39.6%	42.7%	48.7%	34.2%
	Average	2.06	1.94	2.95	2.82	2.63	2.82
The Union appears to dislike management.	Agree	11.3%	12.7%	36.9%	30.5%	22.6%	27.8%
	Disagree	65.0%	65.7%	36.2%	42.1%	44.2%	27.0%
	Average	2.29	2.25	3.08	2.95	2.75	2.99
The Union is more interested in opposing management than in "what is right."	Agree	4.2%	3.9%	36.5%	27.4%	25.2%	30.6%
	Disagree	90.6%	92.2%	36.5%	31.6%	41.9%	25.4%
	Average	1.68	1.46	3.05	3.08	2.82	3.09

Appendix E: Survey Responses by Role and Forum Status

Management Hostility Index

- Aligns with items from Question #18 in Appendix A
- Question 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 between “Forum” and “No Forum” respondents within groups are highlighted in yellow.
- 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	
		Forum (n = 265 to 266)	No Forum (n = 104)	Forum (n = 150)	No Forum (n = 96)	Forum (n = 596 to 601)	No Forum (n = 387 to 389)
Management Hostility Index	Average	2.97	3.52	2.37	2.48	2.40	2.66
Management is hostile towards the Union.	Agree	31.7%	52.9%	10.0%	10.4%	6.4%	12.1%
	Disagree	40.0%	24.0%	66.7%	65.6%	62.1%	40.3%
	Average	2.92	3.40	2.25	2.40	2.36	2.64
Management appears to dislike the Union.	Agree	42.6%	66.3%	18.7%	17.7%	12.0%	16.8%
	Disagree	34.7%	19.2%	50.7%	45.8%	52.3%	35.1%
	Average	3.12	3.67	2.61	2.72	2.53	2.76
Management is more interested in opposing the Union than in “what is right.”	Agree	31.2%	57.7%	8.7%	3.1%	6.0%	9.8%
	Disagree	45.5%	29.8%	67.3%	61.5%	60.8%	41.6%
	Average	2.85	3.48	2.24	2.31	2.32	2.58

Appendix E: Survey Responses by Role and Forum Status

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 between “Forum” and “No Forum” respondents within groups are highlighted in yellow.
- 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	
		Forum (n = 262 to 266)	No Forum (n = 103 to 104)	Forum (n = 149 to 150)	No Forum (n = 96)	Forum (n = 600 to 601)	No Forum (n = 389)
Mutual Trust Index	Average	2.75	2.47	2.68	2.61	3.05	2.79
Managers trust Union representatives.	Agree	30.5%	21.4%	22.1%	17.7%	32.2%	17.0%
	Disagree	34.4%	52.4%	39.6%	41.7%	22.0%	30.8%
	Average	2.87	2.50	2.74	2.66	3.08	2.77
Union representatives trust managers	Agree	19.6%	20.2%	16.0%	15.6%	27.3%	15.9%
	Disagree	47.5%	55.8%	47.3%	47.9%	23.3%	28.5%
	Average	2.62	2.45	2.61	2.56	3.02	2.81

Appendix E: Survey Responses by Role and Forum Status

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 between “Forum” and “No Forum” respondents within groups are highlighted in yellow.
- 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	
		Forum (n = 269 to 276)	No Forum (n = 92 to 94)	Forum (n = 143 to 147)	No Forum (n = 87 to 91)	Forum (n = 499 to 526)	No Forum (n = 293 to 312)
Involvement in Discussions Index	Average	3.60	2.91	3.97	4.05	3.53	3.12
My opinion is heard.	Agree	73.4%	52.1%	81.9%	87.8%	58.9%	42.0%
	Disagree	15.0%	33.0%	4.9%	4.4%	11.8%	19.0%
	Average	3.83	3.15	4.09	4.17	3.53	3.22
My opinion is respected.	Agree	56.9%	34.0%	77.8%	84.4%	55.5%	36.5%
	Disagree	24.5%	50.0%	6.3%	6.7%	10.6%	21.8%
	Average	3.45	2.72	4.03	4.06	3.52	3.13
I receive the information I need from those with whom I negotiate.	Agree	52.4%	30.4%	65.7%	70.1%	54.7%	33.8%
	Disagree	24.2%	48.9%	20.3%	9.2%	11.6%	23.9%
	Average	3.41	2.67	3.57	3.78	3.49	3.05

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 269 to 276)	No Forum (n = 92 to 94)	Forum (n = 143 to 147)	No Forum (n = 87 to 91)	Forum (n = 499 to 526)	No Forum (n = 293 to 312)
I have the opportunity to offer relevant information.	Agree	76.4%	59.1%	89.1%	84.6%	63.1%	40.4%
	Disagree	11.2%	29.0%	5.4%	3.3%	10.5%	22.1%
	Average	3.89	3.30	4.18	4.12	3.61	3.15
My contributions are valued.	Agree	54.9%	28.0%	74.1%	84.4%	51.0%	34.3%
	Disagree	24.7%	47.3%	7.5%	4.4%	12.0%	24.7%
	Average	3.43	2.68	3.97	4.07	3.46	3.04

Appendix E: Survey Responses by Role and Forum Status

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 between "Forum" and "No Forum" respondents within groups are highlighted in yellow.
- 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	
		Forum (n = 264 to 278)	No Forum (n = 104 to 108)	Forum (n = 150 to 158)	No Forum (n = 96 to 103)	Forum (n = 594 to 628)	No Forum (n = 387 to 412)
I have sufficient time to perform my role in labor-management relations activities.	Agree	50.4%	36.1%	46.8%	55.3%	39.6%	24.5%
	Disagree	30.6%	38.9%	34.8%	29.1%	12.4%	19.7%
	Average	3.19	2.81	3.09	3.31	3.30	3.02
The Union has respect for management's goals.	Agree	79.8%	82.7%	37.3%	39.6%	47.1%	26.1%
	Disagree	4.9%	4.8%	32.0%	20.8%	18.0%	28.4%
	Average	3.91	3.97	3.03	3.13	3.28	2.90
Management has respect for the Union's goals.	Agree	31.1%	12.5%	44.7%	45.8%	53.8%	31.6%
	Disagree	37.8%	66.3%	17.3%	15.6%	9.2%	15.9%
	Average	2.87	2.19	3.29	3.30	3.47	3.14

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 264 to 278)	No Forum (n = 104 to 108)	Forum (n = 150 to 158)	No Forum (n = 96 to 103)	Forum (n = 594 to 628)	No Forum (n = 387 to 412)
In general, the Union is receptive to change.	Agree	79.2%	76.9%	36.7%	33.3%	35.7%	19.1%
	Disagree	5.3%	3.8%	40.7%	33.3%	24.1%	26.8%
	Average	3.81	3.95	2.87	2.91	3.06	2.83
In general, Management is receptive to change.	Agree	36.8%	22.1%	65.3%	56.3%	53.2%	38.3%
	Disagree	35.0%	51.9%	11.3%	12.5%	10.1%	12.9%
	Average	2.93	2.50	3.57	3.46	3.46	3.24
The quality of the labor-management relationship matters to me.	Agree	97.0%	95.2%	94.7%	88.5%	76.4%	64.1%
	Disagree	0%	2.9%	2.0%	0%	3.3%	3.9%
	Average	4.62	4.65	4.40	4.25	3.89	3.77

Appendix E: Survey Responses by Role and Forum Status

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	
		Forum (n = 279)	No Forum (n = 108)	Forum (n = 157)	No Forum (n = 102)	Forum (n = 631)	No Forum (n = 411)
Overall, I would characterize the labor-management relations climate in my workplace as:	Cooperative on Most Issues	39.4%	16.7%	44.6%	46.1%	58.0%	40.6%
	Equally as Cooperative as Adversarial	34.8%	30.6%	36.3%	36.3%	30.7%	36.7%
	Adversarial on Most Issues	25.8%	52.8%	19.1	17.6	11.3%	22.6%
	Average	1.86	2.36	1.75	1.72	1.53	1.82

Appendix E: Survey Responses by Role and Forum Status

Level 2: Learning / Knowledge Responses by Role and Forum Status

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 between “Forum” and “No Forum” respondents within groups are highlighted in yellow.
- Percent “Sufficient or More” is based on a combination of “Sufficient” and “More Than Sufficient” responses.

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 265 to 267)	No Forum (n = 106 to 107)	Forum (n = 147 to 148)	No Forum (n = 94 to 97)	Forum (n = 589 to 590)	No Forum (n = 371 to 373)
Training Index	Average	1.71	1.58	2.05	2.02	1.74	1.53
Labor statutes	Insufficient	35.1%	41.1%	9.5%	12.4%	28.1%	37.3%
	Sufficient or More	55.5%	55.1%	83.7%	78.4%	54.4%	34.9%
	I Don’t Know	9.4%	3.7%	6.8%	9.3%	17.5%	27.9%
	Average	1.72	1.68	2.12	2.15	1.72	1.54
The collective bargaining agreement	Insufficient	26.3%	38.3%	6.8%	8.4%	23.4%	36.5%
	Sufficient or More	65.4%	58.9%	86.4%	80.0%	62.0%	37.3%
	I Don’t Know	8.3%	2.8%	6.8%	11.6%	14.6%	26.3%
	Average	1.87	1.76	2.22	2.20	1.82	1.61

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 265 to 267)	No Forum (n = 106 to 107)	Forum (n = 147 to 148)	No Forum (n = 94 to 97)	Forum (n = 589 to 590)	No Forum (n = 371 to 373)
Alternative dispute resolution	Insufficient	37.1%	52.3%	23.0%	25.8%	23.3%	35.8%
	Sufficient or More	53.9%	42.1%	65.5%	64.9%	60.6%	38.7%
	I Don't Know	9.0%	5.6%	11.5%	9.3%	16.1%	25.5%
	Average	1.72	1.55	1.92	1.93	1.82	1.63
Interest-based bargaining	Insufficient	38.5%	50.0%	18.9%	26.3%	30.5%	41.7%
	Sufficient or More	46.8%	37.7%	67.6%	63.2%	44.7%	25.5%
	I Don't Know	14.7%	12.3%	13.5%	10.5%	24.7%	32.8%
	Average	1.68	1.54	1.95	1.91	1.66	1.44
Work processes	Insufficient	35.5%	50.9%	10.8%	13.8%	24.8%	34.1%
	Sufficient or More	50.6%	40.6%	72.3%	71.3%	57.7%	37.9%
	I Don't Know	14.0%	8.5%	16.9%	14.9%	17.5%	28.0%
	Average	1.66	1.51	2.04	2.09	1.78	1.61
Executive Order 13522, entitled "Creating Labor-Management Forums to Improve Delivery of Government Services"	Insufficient	47.4%	59.4%	17.6%	29.2%	34.5%	49.1%
	Sufficient or More	36.1%	30.2%	72.3%	61.5%	39.6%	13.7%
	I Don't Know	16.5%	10.4%	10.1%	9.4%	26.0%	37.2%
	Average	1.52	1.40	2.03	1.87	1.58	1.25

Appendix E: Survey Responses by Role and Forum Status

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 between “Forum” and “No Forum” respondents within groups are highlighted in yellow.

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 265 to 267)	No Forum (n = 107)	Forum (n = 147 to 148)	No Forum (n = 96 to 99)	Forum (n = 589 to 591)	No Forum (n = 373 to 375)
Knowledge Index	Average	2.20	2.31	2.71	2.66	2.04	1.90
Bargaining rights	No Knowledge	4.9%	4.7%	0.0%	0.0%	9.8%	19.5%
	Some Knowledge	54.3%	45.8%	25.7%	28.3%	72.5%	62.9%
	A Lot of Knowledge	40.8%	49.5%	74.3%	71.7%	17.6%	17.6%
	Average	2.36	2.45	2.74	2.72	2.08	1.98
Bargaining processes	No Knowledge	7.5%	6.5%	0.0%	0.0%	13.2%	21.1%
	Some Knowledge	56.0%	49.5%	30.4%	31.3%	70.1%	63.5%
	A Lot of Knowledge	36.5%	43.9%	69.6%	68.7%	16.6%	15.5%
	Average	2.29	2.37	2.70	2.69	2.03	1.94

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 265 to 267)	No Forum (n = 107)	Forum (n = 147 to 148)	No Forum (n = 96 to 99)	Forum (n = 589 to 591)	No Forum (n = 373 to 375)
Labor law and policies	No Knowledge	10.9%	9.3%	0.7%	0.0%	10.0%	19.0%
	Some Knowledge	65.3%	60.7%	29.7%	34.3%	77.3%	69.3%
	A Lot of Knowledge	23.8%	29.9%	69.6%	65.7%	12.7%	11.8%
	Average	2.13	2.21	2.69	2.66	2.03	1.93
The current collective bargaining agreement	No Knowledge	3.4%	2.8%	0.0%	2.1%	8.5%	20.9%
	Some Knowledge	47.7%	29.9%	14.2%	20.8%	64.9%	55.8%
	A Lot of Knowledge	48.9%	67.3%	85.8%	77.1%	26.6%	23.3%
	Average	2.45	2.64	2.86	2.75	2.18	2.02
DoD personnel policies	No Knowledge	9.4%	6.5%	0.7%	0.0%	5.8%	11.0%
	Some Knowledge	66.3%	63.6%	29.7%	26.3%	67.1%	66.8%
	A Lot of Knowledge	24.3%	29.9%	69.6%	73.7%	27.2%	22.2%
	Average	2.15	2.23	2.69	2.74	2.21	2.11

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 265 to 267)	No Forum (n = 107)	Forum (n = 147 to 148)	No Forum (n = 96 to 99)	Forum (n = 589 to 591)	No Forum (n = 373 to 375)
Executive Order 13522, entitled "Creating Labor-Management Forums to Improve Delivery of Government Services"	No Knowledge	33.1%	24.3%	3.4%	5.1%	34.6%	62.9%
	Some Knowledge	50.8%	55.1%	36.7%	48.5%	58.7%	32.8%
	A Lot of Knowledge	16.2%	20.6%	59.9%	46.5%	6.6%	4.3%
	Average	1.83	1.96	2.56	2.41	1.72	1.41

Appendix E: Survey Responses by Role and Forum Status

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	
		Forum (n = 299)	No Forum (n = 115)	Forum (n = 165)	No Forum (n = 108)	Forum (n = 708)	No Forum (n = 474)
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	64.9%	79.1%	96.4%	96.3%	57.3%	23.0%
	No	35.1%	20.9%	3.6%	3.7%	42.7%	77.0%

Appendix E: Survey Responses by Role and Forum Status

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	
		Forum (n = 265)	No Forum (n = 105)	Forum (n = 146)	No Forum (n = 97)	Forum (n = 575)	No Forum (n = 369)
Have Union representatives and management in your workplace received joint training?	Yes	49.1%	33.3%	67.8%	40.2%	37.7%	13.3%
	No	37.4%	61.0%	20.5%	45.4%	16.9%	40.9%
	I don’t know	13.6%	5.7%	11.6%	14.4%	45.4%	45.8%

Appendix E: Survey Responses by Role and Forum Status

Level 3: Behavior Responses by Role and Forum Status

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 between “Forum” and “No Forum” respondents within groups are highlighted in yellow.
- Percents are based on a combination of Never/Rarely and Often/All of the Time responses for Items 1 thru 14. For Question 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	
		Forum (n = 238 to 267)	No Forum (n = 94 to 104)	Forum (n = 125 to 150)	No Forum (n = 73 to 96)	Forum (n = 421 to 600)	No Forum (n = 203 to 388)
Cooperative Management Behavior Index	Average	3.08	2.53	3.64	3.47	3.68	3.39
Management tries to cooperate with the Union.	Never/Rarely	18.0%	37.5%	2.8%	1.3%	2.6%	10.9%
	Often/ All the Time	39.1%	18.8%	70.6%	78.8%	75.3%	54.4%
	Average	3.28	2.74	3.83	3.94	3.92	3.56

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 238 to 267)	No Forum (n = 94 to 104)	Forum (n = 125 to 150)	No Forum (n = 73 to 96)	Forum (n = 421 to 600)	No Forum (n = 203 to 388)
Managers go the extra mile to make the labor-management relationship more collaborative.	Never/Rarely	43.1%	67.4%	4.9%	18.2%	6.4%	17.3%
	Often/ All the Time	21.9%	104.2%	56.3%	41.6%	61.1%	45.4%
	Average	2.75	2.07	3.64	3.27	3.72	3.33
Management accepts the Union's position when the Union is right.	Never/Rarely	24.3%	43.3%	1.4%	5.0%	2.9%	11.2%
	Often/ All the Time	37.5%	17.5%	64.1%	62.5%	70.4%	55.6%
	Average	3.20	2.67	3.73	3.70	3.86	3.60
In dealing with formal grievances, management tries to understand the Union's side.	Never/Rarely	22.9%	49.5%	3.6%	3.9%	2.9%	11.3%
	Often/ All the Time	38.0%	16.8%	59.3%	59.7%	64.3%	51.3%
	Average	3.16	2.54	3.69	3.73	3.76	3.49
Management quarrels with the Union over minor issues.	Never/Rarely	38.6%	28.4%	44.8%	58.2%	52.5%	51.1%
	Often/ All the Time	20.1%	35.8%	7.0%	8.9%	8.1%	15.2%
	Average	2.77	3.12	2.57	2.46	2.48	2.54
Management implements Union suggestions in the way that they were intended to be	Never/Rarely	25.9%	48.9%	2.4%	5.5%	6.2%	13.8%
	Often/ All the Time	26.3%	12.8%	57.6%	41.1%	59.9%	47.8%
	Average	3.04	2.49	3.63	3.38	3.64	3.39

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 238 to 267)	No Forum (n = 94 to 104)	Forum (n = 125 to 150)	No Forum (n = 73 to 96)	Forum (n = 421 to 600)	No Forum (n = 203 to 388)
implemented.							
Management implements Union suggestions when they are appropriate.	Never/Rarely	22.0%	46.5%	4.4%	5.3%	5.5%	12.6%
	Often/ All the Time	32.4%	12.1%	62.5%	47.4%	61.9%	50.2%
	Average	3.14	2.53	3.63	3.43	3.68	3.43
In dealing with the Union, management attempts to find solutions that are acceptable to both parties.	Never/Rarely	22.4%	52.0%	1.4%	6.3%	4.2%	12.8%
	Often/ All the Time	31.8%	13.0%	74.1%	68.8%	67.2%	53.0%
	Average	3.16	2.49	3.85	3.70	3.76	3.46
Management listens to the Union's ideas.	Never/Rarely	13.7%	39.0%	2.8%	6.3%	4.3%	13.9%
	Often/ All the Time	44.6%	19.0%	63.8%	52.5%	65.5%	45.8%
	Average	3.42	2.78	3.75	3.50	3.73	3.38
Management shares information with the Union.	Never/Rarely	23.5%	46.0%	3.5%	12.2%	6.0%	19.2%
	Often/ All the Time	34.8%	14.0%	69.5%	56.1%	61.3%	41.8%
	Average	3.16	2.55	3.77	3.51	3.66	3.24
Management helps the Union solve problems.	Never/Rarely	32.8%	62.5%	9.6%	19.0%	8.6%	26.4%
	Often/ All the Time	25.7%	9.4%	41.5%	34.2%	48.1%	27.4%
	Average	2.93	2.31	3.34	3.14	3.45	2.97

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 238 to 267)	No Forum (n = 94 to 104)	Forum (n = 125 to 150)	No Forum (n = 73 to 96)	Forum (n = 421 to 600)	No Forum (n = 203 to 388)
Management involves the Union when considering changes.	Never/Rarely	36.6%	56.0%	5.7%	22.8%	6.6%	15.4%
	Often/ All the Time	28.9%	14.0%	59.3%	50.6%	71.1%	50.9%
	Average	2.89	2.41	3.74	3.38	3.87	3.48
Management compromises with the Union.	Never/Rarely	28.0%	46.5%	0.7%	4.9%	6.6%	13.3%
	Often/ All the Time	22.0%	9.1%	53.7%	39.5%	45.1%	35.1%
	Average	2.91	2.47	3.60	3.35	3.44	3.23
Management opposes the changes advocated by the Union.	Never/Rarely	13.9%	5.2%	25.5%	26.8%	39.8%	34.1%
	Often/ All the Time	36.6%	63.9%	10.2%	7.3%	9.2%	10.6%
	Average	3.26	3.77	2.82	2.74	2.65	2.72
Management makes an effort to understand the Union's problems	Agree	40.8%	21.2%	80.7%	68.8%	67.0%	39.2%
	Disagree	31.1%	55.8%	4.0%	7.3%	5.5%	15.5%
	Average	3.06	2.43	3.87	3.66	3.64	3.22

Appendix E: Survey Responses by Role and Forum Status

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 between “Forum” and “No Forum” respondents within groups are highlighted in yellow.
- Percents are based on a combination of Never/Rarely and Often/All of the Time responses for Items 1 thru 14. For Question 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	
		Forum (n = 242 to 266)	No Forum (n = 94 to 104)	Forum (n = 136 to 150)	No Forum (n = 76 to 96)	Forum (n = 425 to 601)	No Forum (n = 206 to 389)
Cooperative Union Behavior Index	Average	3.89	3.89	3.01	2.99	3.32	2.91
The Union tries to cooperate with management.	Never/Rarely	1.5%	2.1%	14.7%	17.5%	9.8%	21.1%
	Often/ All the Time	93.5%	88.7%	37.8%	48.8%	60.5%	37.2%
	Average	4.30	4.27	3.25	3.38	3.62	3.19

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 242 to 266)	No Forum (n = 94 to 104)	Forum (n = 136 to 150)	No Forum (n = 76 to 96)	Forum (n = 425 to 601)	No Forum (n = 206 to 389)
In dealing with formal grievances, the Union tries to understand management's side.	Never/Rarely	2.8%	0.0%	36.0%	25.0%	17.7%	31.2%
	Often/ All the Time	82.1%	90.4%	22.1%	28.9%	47.3%	30.3%
	Average	4.08	4.33	2.85	2.99	3.36	2.94
The Union accepts management's position when management is right.	Never/Rarely	2.7%	1.0%	13.4%	16.3%	6.9%	20.3%
	Often/ All the Time	89.2%	88.7%	38.7%	42.5%	58.6%	37.3%
	Average	4.24	4.37	3.30	3.34	3.63	3.21
Union representatives go the extra mile to make the labor-management relationship more collaborative.	Never/Rarely	3.1%	2.1%	31.4%	33.3%	17.3%	34.7%
	Often/ All the Time	70.0%	71.6%	26.4%	20.5%	42.8%	26.1%
	Average	3.87	3.94	2.93	2.81	3.31	2.84
The Union quarrels with management over minor issues.	Never/Rarely	59.3%	61.5%	17.5%	23.1%	34.1%	33.5%
	Often/ All the Time	7.0%	9.4%	44.1%	41.0%	24.7%	35.1%
	Average	2.36	2.32	3.43	3.29	2.93	3.04
The Union listens to management's ideas.	Never/Rarely	2.0%	0.0%	16.4%	17.3%	11.0%	31.1%
	Often/ All the Time	89.2%	86.0%	42.1%	39.5%	50.3%	28.6%

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 242 to 266)	No Forum (n = 94 to 104)	Forum (n = 136 to 150)	No Forum (n = 76 to 96)	Forum (n = 425 to 601)	No Forum (n = 206 to 389)
	Average	4.21	4.27	3.32	3.20	3.46	2.93
In dealing with management, the Union attempts to find solutions that are acceptable to both parties.	Never/Rarely	3.3%	1.0%	24.6%	24.7%	14.9%	28.7%
	Often/ All the Time	70.3%	62.6%	34.8%	34.6%	48.1%	31.5%
	Average	3.82	3.75	3.10	3.06	3.39	2.98
The Union helps management solve problems.	Never/Rarely	3.6%	9.4%	37.5%	33.8%	22.7%	46.1%
	Often/ All the Time	66.8%	53.1%	22.1%	15.0%	36.5%	17.8%
	Average	3.84	3.54	2.81	2.71	3.14	2.56
The Union shares information with management.	Never/Rarely	3.2%	4.1%	31.4%	35.0%	15.2%	40.8%
	Often/ All the Time	79.4%	71.1%	35.0%	25.0%	45.7%	24.8%
	Average	3.99	3.90	3.04	2.83	3.35	2.75
The Union compromises with management.	Never/Rarely	5.7%	5.1%	22.5%	18.5%	16.0%	27.1%
	Often/ All the Time	46.9%	48.0%	26.1%	21.0%	29.5%	18.8%
	Average	3.44	3.47	3.03	2.99	3.15	2.85
The Union opposes changes advocated by management.	Never/Rarely	20.7%	19.4%	13.1%	13.9%	28.9%	25.0%
	Often/ All the Time	10.7%	13.3%	37.2%	32.9%	20.7%	26.9%
	Average	2.89	2.93	3.31	3.23	2.92	3.06

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 242 to 266)	No Forum (n = 94 to 104)	Forum (n = 136 to 150)	No Forum (n = 76 to 96)	Forum (n = 425 to 601)	No Forum (n = 206 to 389)
The Union makes an effort to understand management's problems.	Agree	91.7%	93.3%	42.7%	49.0%	48.3%	26.0%
	Disagree	3.0%	2.9%	34.7%	26.0%	20.3%	31.1%
	Average	4.15	4.29	3.01	3.17	3.26	2.84

Appendix E: Survey Responses by Role and Forum Status

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 between "Forum" and "No Forum" respondents within groups are highlighted in yellow.
- 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	
		Forum (n = 264 to 266)	No Forum (n = 102 to 104)	Forum (n = 149 to 150)	No Forum (n = 95 to 96)	Forum (n = 597 to 601)	No Forum (n = 387 to 389)
Management Compliance Index	Average	2.93	2.41	3.97	3.80	3.77	3.50
Management lives up to its agreements.	Agree	32.6%	23.5%	87.9%	74.0%	68.7%	49.7%
	Disagree	36.4%	55.9%	2.0%	2.1%	5.9%	10.1%
	Average	2.84	2.39	3.97	3.81	3.70	3.43
Management complies with the collective bargaining agreement.	Agree	40.6%	22.1%	84.0%	69.5%	76.5%	58.7%
	Disagree	35.7%	56.7%	5.3%	3.2%	3.2%	8.8%
	Average	3.01	2.42	3.97	3.78	3.85	3.58

Appendix E: Survey Responses by Role and Forum Status

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		Labor Relations Practitioners		Supervisors	
		Forum (n = 265 to 266)	No Forum (n = 103 to 104)	Forum (n = 150)	No Forum (n = 95 to 96)	Forum (n = 596 to 601)	No Forum (n = 388 to 389)
Union Compliance Index	Average	4.12	4.29	3.48	3.58	3.59	3.29
The Union lives up to its agreements.	Agree	88.3%	94.2%	60.0%	64.6%	58.6%	36.3%
	Disagree	1.1%	1.9%	18.0%	8.3%	9.4%	13.4%
	Average	4.08	4.27	3.36	3.58	3.51	3.20
The Union complies with the collective bargaining agreement.	Agree	89.8%	92.2%	64.7%	61.1%	67.3%	48.5%
	Disagree	1.9%	1.0%	12.0%	8.4%	5.2%	10.8%
	Average	4.16	4.32	3.60	3.58	3.67	3.37

Appendix E: Survey Responses by Role and Forum Status

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	
		Forum (n = 258)	No Forum (n = 94)	Forum (n = 141)	No Forum (n = 88)	Forum (n = 545)	No Forum (n = 344)
How often do your Union and management representatives meet to discuss issues?	Daily	3.1%	1.1%	14.2%	1.1%	0.4%	0%
	Less Than Daily, But At Least Weekly	17.4%	6.4%	17.7%	18.2%	5.7%	2.9%
	Less Than Weekly, But At Least Biweekly	6.6%	1.1%	11.3%	11.4%	2.6%	1.2%
	Less Than Biweekly, But At Least Monthly	41.5%	12.8%	18.4%	11.4%	13.8%	3.2%
	Less Than Monthly, But At Least Quarterly	17.1%	21.3%	27.0%	15.9%	14.9%	5.8%

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 258)	No Forum (n = 94)	Forum (n = 141)	No Forum (n = 88)	Forum (n = 545)	No Forum (n = 344)
	Less Than Quarterly But At Least Annually	5.8%	14.9%	5.7%	12.5%	10.3%	7.3%
	Less Than Annually	1.9%	31.9%	0.7%	11.4%	3.9%	21.8%
	I Don't Know	6.6%	10.6%	5.0%	18.2%	48.6%	57.8%

Appendix E: Survey Responses by Role and Forum Status

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	
		Forum (n = 253)	No Forum (n = 100)	Forum (n = 140)	No Forum (n = 86)	Forum (n = 523)	No Forum (n = 337)
Please indicate the frequency with which you deal with grievances	Daily	6.3%	5.0%	13.6%	3.5%	0.2%	1.5%
	Less Than Daily, But At Least Weekly	7.9%	15.0%	19.3%	8.1%	0.6%	0.6%
	Less Than Weekly, But At Least Biweekly	5.5%	11.0%	12.1%	5.8%	1.7%	1.8%
	Less Than Biweekly, But At Least Monthly	14.2%	16.0%	12.9%	24.4%	3.6%	3.9%
	Less Than Monthly, But At Least Quarterly	19.8%	22.0%	20.0%	22.1%	6.1%	6.5%

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 253)	No Forum (n = 100)	Forum (n = 140)	No Forum (n = 86)	Forum (n = 523)	No Forum (n = 337)
	Less Than Quarterly But At Least Annually	27.3%	18.0%	10.0%	22.1%	16.1%	17.2%
	Less Than Annually	11.9%	12.0%	8.6%	4.7%	44.2%	40.4%
	Never	7.1%	1.0%	3.6%	9.3%	27.5%	28.2%

Appendix E: Survey Responses by Role and Forum Status

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	
		Forum (n = 249 to 251)	No Forum (n = 99 to 100)	Forum (n = 138 to 141)	No Forum (n = 83 to 85)	Forum (n = 531 to 534)	No Forum (n = 339 to 340)
Assignment of work	At Least Monthly	15.9%	19.1%	22.5%	3.5%	4.7%	7.7%
	Less Than Monthly But At Least Annually	42.2%	33.1%	38.4%	48.2%	15.4%	13.6%
	Less Than Annually or Not Applicable	41.8%	33.9%	39.1%	48.2%	79.9%	78.8%

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 249 to 251)	No Forum (n = 99 to 100)	Forum (n = 138 to 141)	No Forum (n = 83 to 85)	Forum (n = 531 to 534)	No Forum (n = 339 to 340)
Performance Evaluations	At Least Monthly	11.2%	8.1%	16.3%	5.9%	1.7%	3.2%
	Less Than Monthly But At Least Annually	40.6%	46.5%	51.8%	56.5%	19.1%	21.2%
	Less Than Annually or Not Applicable	48.2%	45.5%	31.9%	37.6%	79.2%	75.6%
Changes in Working Conditions	At Least Monthly	11.2%	8.1%	16.3%	5.9%	1.7%	3.2%
	Less Than Monthly But At Least Annually	40.6%	46.5%	51.8%	56.5%	19.1%	21.2%
	Less Than Annually or Not Applicable	48.2%	45.5%	31.9%	37.6%	79.2%	75.6%

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 249 to 251)	No Forum (n = 99 to 100)	Forum (n = 138 to 141)	No Forum (n = 83 to 85)	Forum (n = 531 to 534)	No Forum (n = 339 to 340)
Reprisal for Union Role	At Least Monthly	8.8%	12.0%	6.5%	3.6%	0.2%	1.8%
	Less Than Monthly But At Least Annually	22.9%	22.0%	22.3%	18.1%	3.6%	3.5%
	Less Than Annually or Not Applicable	68.3%	66.0%	71.2%	78.3%	96.3%	94.7%
Leave Denials	At Least Monthly	14.9%	13.1%	13.7%	7.2%	0.8%	2.6%
	Less Than Monthly But At Least Annually	30.1%	34.3%	32.4%	31.3%	6.9%	6.5%
	Less Than Annually or Not Applicable	55.0%	52.5%	54.0%	61.4%	92.3%	90.9%

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 249 to 251)	No Forum (n = 99 to 100)	Forum (n = 138 to 141)	No Forum (n = 83 to 85)	Forum (n = 531 to 534)	No Forum (n = 339 to 340)
Promotions	At Least Monthly	8.0%	8.0%	11.3%	3.6%	0.2%	2.1%
	Less Than Monthly But At Least Annually	23.7%	32.0%	31.2%	25.0%	9.4%	9.7%
	Less Than Annually or Not Applicable	68.3%	60.0%	57.4%	71.4%	90.4%	88.2%
Pay / Overtime	At Least Monthly	23.7%	11.0%	19.1%	8.3%	3.4%	4.1%
	Less Than Monthly But At Least Annually	27.7%	36.0%	32.6%	33.3%	9.6%	13.2%
	Less Than Annually or Not Applicable	48.6%	53.0%	48.2%	58.3%	87.1%	82.6%

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 249 to 251)	No Forum (n = 99 to 100)	Forum (n = 138 to 141)	No Forum (n = 83 to 85)	Forum (n = 531 to 534)	No Forum (n = 339 to 340)
Discipline Regarding Performance	At Least Monthly	17.5%	20.0%	22.9%	8.3%	2.1%	4.1%
	Less Than Monthly But At Least Annually	42.6%	39.0%	41.4%	52.4%	16.3%	16.8%
	Less Than Annually or Not Applicable	39.8%	41.0%	35.7%	39.3%	81.6%	79.1%
Discipline Regarding Conduct	At Least Monthly	20.3%	21.0%	44.7%	28.2%	2.3%	5.0%
	Less Than Monthly But At Least Annually	34.7%	34.0%	36.9%	50.6%	15.9%	17.4%
	Less Than Annually or Not Applicable	45.0%	45.0%	18.4%	21.2%	81.8%	77.6%

Appendix E: Survey Responses by Role and Forum Status

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 between “Forum” and “No Forum” respondents within groups are highlighted in yellow.
- 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	
		Forum (n = 244 to 248)	No Forum (n = 92 to 101)	Forum (n = 131 to 139)	No Forum (n = 70 to 80)	Forum (n = 428 to 457)	No Forum (n = 199 to 213)
The Union and management work together to try to find creative solutions to problems.	Never / Rarely	15.3%	40.6%	15.8%	25.0%	11.2%	37.6%
	Often / All of the Time	41.1%	18.8%	34.5%	25.0%	49.7%	23.9%
	Average	3.36	2.71	3.20	2.95	3.46	2.79
When a suggestion from the other group is implemented, both sides actively work to ensure success.	Never / Rarely	8.6%	26.1%	13.0%	11.4%	6.5%	18.6%
	Often / All of the Time	50.0%	25.0%	47.3%	40.0%	53.7%	33.7%
	Average	3.52	2.95	3.41	3.24	3.57	3.14

Appendix E: Survey Responses by Role and Forum Status

Level 4: Results Responses by Role and Forum Status

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 between “Forum” and “No Forum” respondents within groups are highlighted in yellow.

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 187 to 248)	No Forum (n = 71 to 91)	Forum (n = 108 to 131)	No Forum (n = 64 to 76)	Forum (n = 315 to 429)	No Forum (n = 190 to 228)
Results Index	Average	2.09	1.75	1.95	1.85	1.99	1.65
Improved dispute resolution	Not at All	13.0%	34.1%	16.0%	25.0%	11.6%	30.1%
	Somewhat	53.4%	50.5%	56.5%	47.4%	59.0%	57.3%
	A Great Amount	33.6%	15.4%	27.5%	27.6%	29.4%	12.6%
	Average	2.21	1.81	2.11	2.03	2.18	1.83
More timely grievance resolution	Not at All	18.3%	42.2%	23.7%	25.7%	14.8%	34.0%
	Somewhat	51.1%	43.3%	52.7%	47.3%	54.5%	52.0%
	A Great Amount	30.6%	14.4%	23.7%	27.0%	30.6%	14.0%
	Average	2.12	1.72	2.00	2.01	2.16	1.80

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 187 to 248)	No Forum (n = 71 to 91)	Forum (n = 108 to 131)	No Forum (n = 64 to 76)	Forum (n = 315 to 429)	No Forum (n = 190 to 228)
Cost savings	Not at All	28.9%	46.5%	35.2%	42.2%	36.5%	55.8%
	Somewhat	45.5%	39.4%	47.2%	39.1%	44.8%	37.9%
	A Great Amount	25.7%	14.1%	17.6%	18.8%	18.7%	6.3%
	Average	1.97	1.68	1.82	1.77	1.82	1.51
Improved customer service	Not at All	21.1%	43.1%	20.5%	29.4%	29.3%	45.4%
	Somewhat	50.2%	36.1%	55.6%	48.5%	46.7%	46.8%
	A Great Amount	28.6%	20.8%	23.9%	22.1%	24.0%	7.8%
	Average	2.08	1.78	2.03	1.93	1.95	1.62
Increased productivity	Not at All	19.0%	43.9%	30.3%	33.8%	32.8%	48.7%
	Somewhat	50.0%	31.7%	52.3%	54.9%	45.1%	43.8%
	A Great Amount	31.0%	24.4%	17.4%	11.3%	22.2%	7.6%
	Average	2.12	1.80	1.87	1.77	1.89	1.59
Improved efficiency	Not at All	19.8%	46.3%	31.6%	35.7%	31.8%	50.9%
	Somewhat	51.3%	28.8%	52.6%	52.9%	46.7%	39.7%
	A Great Amount	28.9%	25.0%	15.8%	11.4%	21.6%	9.4%
	Average	2.09	1.79	1.84	1.76	1.90	1.58

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 187 to 248)	No Forum (n = 71 to 91)	Forum (n = 108 to 131)	No Forum (n = 64 to 76)	Forum (n = 315 to 429)	No Forum (n = 190 to 228)
Enhanced mission effectiveness	Not at All	15.0%	43.0%	27.6%	31.0%	27.8%	47.3%
	Somewhat	53.8%	30.4%	54.3%	50.7%	46.2%	43.4%
	A Great Amount	31.2%	26.6%	18.1%	18.3%	25.9%	9.3%
	Average	2.16	1.84	1.91	1.87	1.98	1.62
Improved morale	Not at All	26.2%	47.1%	23.7%	30.4%	24.9%	46.3%
	Somewhat	48.8%	34.5%	57.9%	55.1%	50.1%	44.1%
	A Great Amount	25.0%	18.4%	18.4%	14.5%	24.9%	9.7%
	Average	1.99	1.71	1.95	1.84	2.00	1.63
Training and career development opportunities for employees	Not at All	29.3%	55.2%	27.4%	40.6%	26.2%	45.4%
	Somewhat	54.0%	37.9%	61.9%	50.0%	50.9%	45.8%
	A Great Amount	16.7%	6.9%	10.6%	9.4%	22.9%	8.8%
	Average	1.87	1.52	1.83	1.69	1.97	1.63
Improved workplace quality (e.g., cleanliness, safety, up to date equipment)	Not at All	14.2%	35.6%	16.7%	27.9%	21.0%	43.9%
	Somewhat	47.8%	43.3%	58.8%	52.9%	49.5%	43.0%
	A Great Amount	38.1%	21.1%	24.6%	19.1%	29.5%	13.2%
	Average	2.24	1.86	2.08	1.91	2.09	1.69

Appendix E: Survey Responses by Role and Forum Status

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.
- Significant differences in averages between “Forum” and “No Forum” respondents within groups are highlighted in yellow.

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 205 to 222)	No Forum (n = 82 to 95)	Forum (n = 112 to 129)	No Forum (n = 65 to 78)	Forum (n = 335 to 407)	No Forum (n = 186 to 252)
Please indicate the frequency with which Informal Resolution is used for Grievances	Never / Rarely	20.7%	38.9%	21.7%	23.1%	24.1%	43.7%
	Often / All the Time	48.2%	33.7%	38.0%	39.7%	45.5%	32.5%
	Average	3.28	2.86	3.22	3.21	3.20	2.75
Please indicate the speed of Formal Conflict Resolution	Extremely Slow / Slow	72.7%	85.5%	60.7%	70.1%	63.0%	65.1%
	Quick / Happens Immediately	27.3%	14.5%	39.3%	29.9%	37.0%	34.9%
	Average	2.06	1.77	2.34	2.24	2.23	2.15

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 205 to 222)	No Forum (n = 82 to 95)	Forum (n = 112 to 129)	No Forum (n = 65 to 78)	Forum (n = 335 to 407)	No Forum (n = 186 to 252)
Please indicate the speed of Informal Conflict Resolution	Extremely Slow / Slow	43.3%	63.4%	36.3%	35.4%	27.0%	37.5%
	Quick / Happens Immediately	56.7%	36.6%	63.7%	64.6%	73.0%	62.5%
	Average	2.49	2.20	2.62	2.65	2.76	2.63
Please indicate how you view the effectiveness of Formal Conflict Resolution	Not / Rarely Effective	26.8%	37.8%	12.7%	10.4%	26.3%	30.5%
	Somewhat / Very Effective	73.2%	62.2%	87.3%	89.6%	73.7%	69.5%
	Average	2.80	2.67	3.06	3.04	2.82	2.72
Please indicate how you view the effectiveness of Informal Conflict Resolution	Not / Rarely Effective	22.1%	14.9%	11.7%	7.2%	11.9%	9.7%
	Somewhat / Very Effective	77.9%	59.8%	88.3%	58.0%	88.1%	54.4%
	Average	3.02	2.75	3.23	3.19	3.24	3.05

Appendix E: Survey Responses by Role and Forum Status

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 between “Forum” and “No Forum” respondents within groups are highlighted in yellow.
- 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	
		Forum (n = 243 to 249)	No Forum (n = 99 to 100)	Forum (n = 136 to 137)	No Forum (n = 76 to 79)	Forum (n = 492 to 501)	No Forum (n = 283 to 292)
Grievances are settled promptly.	Agree	34.2%	17.0%	56.6%	67.5%	47.0%	42.4%
	Disagree	40.7%	59.0%	19.9%	13.0%	17.5%	25.7%
	Average	2.86	2.26	3.51	3.58	3.32	3.11
Grievances are resolved fairly.	Agree	33.7%	26.0%	80.1%	76.9%	52.3%	39.7%
	Disagree	33.7%	48.0%	5.1%	2.6%	10.3%	19.3%
	Average	2.94	2.57	3.99	3.90	3.47	3.17
The Union is committed to resolving grievances at the lowest level possible.	Agree	95.2%	93.9%	44.5%	59.2%	53.7%	42.0%
	Disagree	2.4%	3.0%	38.0%	25.0%	16.1%	22.3%
	Average	4.51	4.58	3.07	3.39	3.42	3.16

Appendix E: Survey Responses by Role and Forum Status

Item	Response	Union Representatives		Labor Relations Practitioners		Supervisors	
		Forum (n = 243 to 249)	No Forum (n = 99 to 100)	Forum (n = 136 to 137)	No Forum (n = 76 to 79)	Forum (n = 492 to 501)	No Forum (n = 283 to 292)
Management is committed to resolving grievances at the lowest level possible.	Agree	52.2%	31.0%	81.8%	91.1%	74.3%	63.0%
	Disagree	32.4%	58.0%	5.1%	1.3%	4.4%	11.0%
	Average	3.27	2.59	4.10	4.22	3.88	3.65

Appendix E: Survey Responses by Role and Forum Status

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	
		Forum (n = 279)	No Forum (n = 108)	Forum (n = 158)	No Forum (n = 102)	Forum (n = 632)	No Forum (n = 411)
The relationship between labor and management in my workplace is:	Improving	35.8%	16.7%	34.2%	31.4%	25.8%	12.9%
	Staying the same	41.6%	35.2%	50.0%	58.8%	64.9%	68.9%
	Getting worse	22.6%	48.1%	15.8%	9.8%	9.3%	18.2%
	Average	1.87	2.31	1.82	1.78	1.84	2.05