

Appendix A

Survey Items

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1. Please indicate your role in labor-management relations:
 - Union representative (officer/steward)
 - Labor-Employee Relations (LER) representative
 - Supervisory/management official(civilian)
 - Supervisory/management official(military)
 - Other: Please Identify

2. In which DoD Component or agency do you work?
 - Department of the Air Force
 - Department of the Army
 - Department of the Navy (non-Marines)
 - Marine Corps
 - Other (Please specify)

3. How many years have you been employed with DoD (in a civilian, military, National Guard, or Reserve capacity)?
 - Less Than 1 Year
 - 1-5 Years
 - 6-10 Years
 - 11-15 Years
 - Over 15 Years

4. How many years have you been employed with your current agency?
 - Less Than 1 Year
 - 1-5 Years
 - 6-10 Years
 - 11-15 Years
 - Over 15 Years

5. In what state/territory/country do you work? Please check one box that best applies. (Select from drop down menu)

6. What Installation is your primary work location? Please write your response below:

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7a. (Union reps only) For how many years have you been involved in Union activities?

- Less Than 1 Year
- 1-5 Years
- 6-10 Years
- 11-15 Years
- Over 15 Years

7b. (Supervisors only) How many years have you supervised bargaining unit employees?

- Less Than 1 Year
- 1-5 Years
- 6-10 Years
- 11-15 Years
- Over 15 Years
- I have not supervised bargaining unit employees

8a. (Union reps only) What Union are you a member of? Please check the box that applies.

- ACT
- AFGE
- FEA
- IAMAW
- IBEW
- IFPTE
- LIUNA
- NAGE
- NAIL
- NFFE
- Other(s) not listed

8b. (Supervisors only) With which Union(s) do you regularly interact? (Select one or multiple from list)

- ACT
- AFGE
- FEA
- IAMAW
- IBEW
- IFPTE
- LIUNA
- NAGE
- NAIL
- NFFE
- Other(s) not listed

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9. 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
- No
- I don't know

10. 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
- No

11. To what extent do you agree or disagree with the following statements regarding labor-management forums in your organization? Please check one box for each statement.

Joint Forums	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Not Applicable
Joint labor-management forums achieve results that positively impact the mission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Joint labor-management forums are a common means of implementing important changes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. 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.
- Employees have a NEGATIVE view of joint labor-management forums/committees.
- Employees are not aware of joint labor/management forums/committees.
- I am not familiar with the employees' view of labor-management forums/committees.

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13. 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/committees
 - Only the Union representative(s) have freedom to put forth ideas in labor-management forums/committees
 - Only managers have freedom to put forth ideas in labor-management forums/committees
 - Neither the Union representative(s) nor managers have freedom to put forth ideas in labor-management forums/committees
 - I am not familiar with labor-management forums/committees
14. To what extent do you agree or disagree with the following statements regarding your involvement in labor-management discussions and negotiations? Please check one box for each statement.

Involvement	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Not Applicable
My opinion is heard.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My opinion is respected.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I receive the information I need from those with whom I negotiate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the opportunity to offer relevant information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My contributions are valued.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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15. To what extent do you agree or disagree with the following statements regarding labor-management relations in your organization? Please check one box for each statement.

Characteristics of the Relationship	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
There is a strong sense of shared mission among management and Union leadership.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management believes that the Union contributes positively to the DoD mission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Union believes that Management contributes positively to the DoD mission.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Officers and stewards in the Union fear that management will treat them negatively because of their position in the Union.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees fear reprisal for being active in the Union.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have sufficient time to perform my role in labor-management relations activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16. The relationship between labor and management in my workplace is:

- Improving
- Staying the same
- Getting worse

17. Overall, I would characterize the labor-management relations climate in my workplace as:

- Cooperative on most issues
- Equally as cooperative as adversarial
- Adversarial on most issues

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18. To what extent do you agree or disagree with the following statements regarding labor-management relations in your organization? Please check one box for each statement.

Respect, Trust, and Commitment	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
The Union makes an effort to understand management's problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management makes an effort to understand the Union's problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Union is hostile towards management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management is hostile towards the Union.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Union has respect for management's goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management has respect for the Union's goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Union appears to dislike management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management appears to dislike the Union.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managers trust Union representatives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Union representatives trust managers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Union is more interested in opposing management than in "what is right."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management is more interested in opposing the Union than in "what is right."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In general, the Union is receptive to change.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In general, Management is receptive to change.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management lives up to its agreements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Union lives up to its agreements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management complies with the collective bargaining agreement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Union complies with the collective bargaining agreement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The quality of the labor-management relationship matters to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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19. Have Union representatives and management in your workplace received joint training?

- Yes
- No
- I don't know

20. How sufficient has your training (i.e., formal and informal management and/or Union-sponsored training or information received) been in the areas below? Please check one box for each statement.

Training Topics	Insufficient	Sufficient	More Than Sufficient	I Don't Know
Labor statutes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The collective bargaining agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Alternative dispute resolution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interest-based bargaining	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Executive Order 13522, entitled "Creating Labor-Management Forums to Improve Delivery of Government Services"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

21. How much knowledge do you have regarding the following topics? Please check one box for each statement.

Training Topics	No Knowledge	Some Knowledge	A Lot of Knowledge
Bargaining rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bargaining processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Labor law and policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The current collective bargaining agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DoD personnel policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Executive Order 13522, entitled "Creating Labor-Management Forums to Improve Delivery of Government Services"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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22. How often do your Union and management representatives meet to discuss issues?

- Daily
- Less Than Daily, But At Least Weekly
- Less Than Weekly, But At Least Biweekly
- Less Than Biweekly, But At Least Monthly
- Less Than Monthly, But At Least Quarterly
- Less Than Quarterly But At Least Annually
- Less Than Annually
- I Don't Know

23. How often do the following occur in your workplace? Please check one box for each statement.

Cooperation	Never	Rarely	Some- times	Often	All the Time	Not Applic- able
The Union accepts management's position when management is right.	<input type="checkbox"/>					
Management accepts the Union's position when the Union is right.	<input type="checkbox"/>					
The Union tries to cooperate with management.	<input type="checkbox"/>					
Management tries to cooperate with the Union.	<input type="checkbox"/>					
The Union quarrels with management over minor issues.	<input type="checkbox"/>					
Management quarrels with the Union over minor issues.	<input type="checkbox"/>					
In dealing with formal grievances, the Union tries to understand management's side.	<input type="checkbox"/>					
In dealing with formal grievances, management tries to understand the Union's side.	<input type="checkbox"/>					
Managers go the extra mile to make the labor-management relationship more collaborative.	<input type="checkbox"/>					
Union representatives go the extra mile to make the labor-management relationship more collaborative.	<input type="checkbox"/>					

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24. To what extent do labor-management relations in your workplace result in the following? Please check one box for each statement.

Impact of Labor-Management Relations	Not At All	Some-what	A Great Amount	Unsure/ Not Applicable
Improved dispute resolution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More timely grievance resolution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost savings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increased productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved efficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhanced mission effectiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved morale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training and career development opportunities for employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved workplace quality (e.g., cleanliness, safety, up to date equipment)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

25. How often are the following reflected in your workplace? Please check one box for each statement.

Acceptance of Ideas	Never	Rarely	Some-times	Often	All the Time	Not Applicable
The Union listens to management's ideas.	<input type="checkbox"/>					
Management listens to the Union's ideas.	<input type="checkbox"/>					
The Union shares information with management.	<input type="checkbox"/>					
Management shares information with the Union.	<input type="checkbox"/>					

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Acceptance of Ideas	Never	Rarely	Some- times	Often	All the Time	Not Applic- able
The Union and management work together to try to find creative solutions to problems.	<input type="checkbox"/>					
Management opposes the changes advocated by the Union.	<input type="checkbox"/>					
The Union opposes changes advocated by management.	<input type="checkbox"/>					
Management compromises with the Union.	<input type="checkbox"/>					
The Union compromises with management.	<input type="checkbox"/>					
In dealing with the Union, management attempts to find solutions that are acceptable to both parties.	<input type="checkbox"/>					
In dealing with management, the Union attempts to find solutions that are acceptable to both parties.	<input type="checkbox"/>					
The Union helps management solve problems.	<input type="checkbox"/>					
Management helps the Union solve problems.	<input type="checkbox"/>					
Management implements Union suggestions when they are appropriate.	<input type="checkbox"/>					
Management implements Union suggestions in the way that they were intended to be implemented.	<input type="checkbox"/>					
When a suggestion from the other group is implemented, both sides actively work to ensure success.	<input type="checkbox"/>					
Management involves the Union when considering changes.	<input type="checkbox"/>					

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26. To what extent do you agree or disagree with the following statements regarding grievances in your workplace? Please check one box for each statement.

Grievance Resolution	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Not Applicable
Grievances are settled promptly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grievances are resolved fairly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Union is committed to resolving grievances at the lowest level possible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management is committed to resolving grievances at the lowest level possible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

27. Please indicate the frequency with which you deal with grievances:

- Daily
- Less Than Daily, But At Least Weekly
- Less Than Weekly, But At Least Biweekly
- Less Than Biweekly, But At Least Monthly
- Less Than Monthly, But At Least Quarterly
- Less Than Quarterly But At Least Annually
- Less Than Annually
- Never

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28. How often do you handle the following types of grievances

Grievance Types	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	Not applicable
Assignment of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Changes in working conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reprisal for Union role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leave denials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promotions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pay / Overtime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Discipline regarding performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Discipline regarding conduct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

29. Please indicate the frequency with which Informal Resolution is used for Grievances:

- Never
- Rarely
- Sometimes
- Often
- All the time
- Not applicable

30. Please indicate the speed of Formal Conflict Resolution:

- Extremely slow
- Slow
- Quick
- Happens immediately
- Not applicable

31. Please indicate the speed of Informal Conflict Resolution:

- Extremely slow
- Slow
- Quick
- Happens immediately
- Not applicable

32. Please indicate how you view the effectiveness of Formal Conflict Resolution:

- Not effective
- Rarely effective
- Somewhat effective
- Very effective
- Not applicable

33. Please indicate how you view the effectiveness of Informal Conflict Resolution:

- Not effective
- Rarely effective
- Somewhat effective
- Very effective
- Not applicable