

Appendix G

Survey Responses by Union Supervised (Supervisors Only)

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*NOTE: Results are not reported for IAMAW because there were fewer than 10 respondents. Supervisors had the option of indicating that they supervised employees from multiple Unions; therefore, some supervisors' responses are included in the tallies for multiple Unions.

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Demographic Responses by Union Supervised

Component / Agency

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

Item	Response	Overall	ACT (n = 224)	AFGE (n = 1401)	FEA (n = 30)	IBEW (n = 20)	IFPTE (n = 27)	LIUNA (n = 42)	NAGE (n = 123)	NAIL (n < 10)	NFFE (n = 72)
In which DoD Component or agency do you work?	Air Force	50.4%	67.6%	48.5%	33.3%	25.0%	0%	19.0%	49.6%	n < 10	40.3%
	Army	25.5%	21.8%	21.8%	20%	40%	25.9%	69.0%	30.9%	n < 10	51.4%
	Navy	3.9%	0.4%	3.9%	0%	30%	48.1%	0%	4.9%	n < 10	2.8%
	Marine Corps	1.1%	0.4%	1.5%	0%	0%	0%	0%	3.3%	n < 10	0%
	National Guard	1.5%	9.4%	0.5%	0%	0%	0%	4.8%	0.8%	n < 10	0%
	DeCA	2.0%	0%	2.6%	0%	0%	0%	0%	7.3%	n < 10	0%
	DCAA	2.0%	0%	2.5%	0%	0%	0%	0%	0%	n < 10	0%
	DoDEA	0.6%	0%	0%	40%	0%	0%	0%	0%	n < 10	0%
	DCMA	3.5%	0%	5.0%	0%	0%	0%	0%	0%	n < 10	1.4%
	WHS	0.1%	0%	0.1%	0%	0%	0%	0%	0%	n < 10	1.4%
	DFAS	0.1%	0%	0.2%	0%	0%	0%	0%	0%	n < 10	0%
	DISA	0.2%	0%	0.2%	0%	0%	0%	0%	0.8%	n < 10	1.4%
	DLA	7.1%	0%	11.2%	0%	0%	25.9%	7.1%	0.8%	n < 10	0%
	DTRA	0.1%	0%	0.1%	0%	0%	0%	0%	0%	n < 10	0%
	PFFA	0.3%	0%	0%	0%	0%	0%	0%	0%	n < 10	0%
	USACE	0.1%	0%	0.1%	0%	0%	0%	0%	0%	n < 10	1.4%
DoD (Other)	1.4%	0%	1.8%	6.6%	5.0%	0%	0%	1.6%	n < 10	0%	

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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	Overall	ACT (n = 224)	AFGE (n = 1399)	FEA (n = 30)	IBEW (n = 20)	IFPTE (n = 28)	LIUNA (n = 42)	NAGE (n = 123)	NAIL (n < 10)	NFFE (n = 73)
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%	0%	0%	0%	0%	0%	n < 10	0%
	1-5 Years	3.5%	1.8%	2.8%	3.3%	0%	0%	9.5%	1.6%	n < 10	2.7%
	6 – 10 Years	7.1%	3.6%	6.5%	10%	10%	0%	4.8%	4.9%	n < 10	4.1%
	11-15 Years	7.0%	7.1%	5.9%	6.7%	0%	0%	7.1%	5.7%	n < 10	5.5%
	Over 15 Years	82.1%	87.5%	84.7%	80%	90%	100%	78.6%	87.8%	n < 10	87.7%

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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	Overall	ACT (n = 223)	AFGE (n = 1398)	FEA (n = 30)	IBEW (n = 20)	IFPTE (n = 28)	LIUNA (n = 42)	NAGE (n = 123)	NAIL (n < 10)	NFFE (n = 73)
How many years have you been employed with your current agency?	Less Than 1 Year	2.7%	0.4%	2.3%	0%	0%	3.6%	0%	1.6%	n < 10	1.4%
	1-5 Years	17.1%	4.0%	16.7%	16.7%	20%	7.1%	31.0%	13.8%	n < 10	13.7%
	6 – 10 Years	17.1%	11.2%	16.9%	20%	15.0%	14.3%	19.0%	13.8%	n < 10	16.4%
	11-15 Years	12.1%	13.5%	11.0%	16.7%	10%	7.1%	16.7%	13.0%	n < 10	9.6%
	Over 15 Years	51.1%	70.9%	53.1%	46.7%	55.0%	67.9%	33.3%	57.7%	n < 10	58.9%

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Time Spent with Unions

- Aligns with Questions #7a and #7b in Appendix A
- 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	Overall	ACT (n = 225)	AFGE (n = 1405)	FEA (n = 30)	IBEW (n = 20)	IFPTE (n = 28)	LIUNA (n = 42)	NAGE (n = 123)	NAIL (n < 10)	NFFE (n = 73)
Supervisors: How many years have you supervised bargaining unit employees?	Less Than 1 Year	4.1%	3.5%	3.9%	0%	0%	0%	4.8%	1.6%	n < 10	1.3%
	1-5 Years	36.1%	38.8%	34.8%	40%	25.0%	28.6%	42.9%	27.0%	n < 10	26.7%
	6 – 10 Years	23.9%	34.4%	25.2%	23.3%	15.0%	35.7%	21.4%	24.6%	n < 10	29.3%
	11-15 Years	12.7%	13.7%	13.9%	13.3%	25.0%	14.3%	19.0%	21.4%	n < 10	17.3%
	Over 15 Years	16.9%	8.8%	20.7%	23.3%	35.0%	21.4%	11.9%	23.0%	n < 10	22.7%
	I have not supervised bargaining unit employees	6.3%	0.9%	1.1%	0%	0%	0%	0%	0.8%	n < 10	1.3%

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Level 1: Reaction / Attitude Responses by Union Supervised

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.
- 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	Overall	ACT (n = 171)	AFGE (n = 1127 to 1128)	FEA (n = 25)	IBEW (n = 14)	IFPTE (n = 21)	LIUNA (n = 30)	NAGE (n = 104 to 106)	NAIL (n < 10)	NFFE (n = 62)
Shared Mission Index	Average	2.96	3.10	2.92	2.93	3.02	2.90	3.16	2.97	n < 10	3.04
There is a strong sense of shared mission among management and Union leadership.	Agree	30.2%	38.6%	31.5%	36.0%	35.7%	28.6%	43.3%	28.3%	n < 10	27.4%
	Disagree	29.7%	23.4%	34.0%	36.0%	42.9%	38.1%	10%	21.7%	n < 10	22.6%
	Average	2.94	3.13	2.89	2.92	3.00	2.90	3.30	3.03	n < 10	3.03
Management believes that the Union contributes positively to the DoD mission.	Agree	26.5%	31.0%	27.9%	20%	42.9%	19.0%	36.7%	24.5%	n < 10	22.6%
	Disagree	27.4%	20.5%	30.8%	40%	28.6%	23.8%	20%	22.6%	n < 10	21.0%
	Average	2.94	3.05	2.90	2.80	3.14	2.90	3.17	2.99	n < 10	3.00

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Item	Response	Overall	ACT (n = 171)	AFGE (n = 1127 to 1128)	FEA (n = 25)	IBEW (n = 14)	IFPTE (n = 21)	LIUNA (n = 30)	NAGE (n = 104 to 106)	NAIL (n < 10)	NFFE (n = 62)
The Union believes that Management contributes positively to the DoD mission.	Agree	22.8%	29.8%	23.9%	28.0%	28.6%	19.0%	23.3%	17.3%	n < 10	21.0%
	Disagree	20.9%	17.0%	23.5%	24.0%	28.6%	28.6%	20%	23.1%	n < 10	14.5%
	Average	2.99	3.11	2.96	3.08	2.93	2.90	3.00	2.88	n < 10	3.08

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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.
- 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	Overall	ACT (n = 169 to 170)	AFGE (n = 1127 to 1128)	FEA (n = 25)	IBEW (n = 14)	IFPTE (n = 21)	LIUNA (n = 30)	NAGE (n = 105)	NAIL (n < 10)	NFFE (n = 62)
Reprisal Fear Index	Average	2.54	2.52	2.47	2.30	2.46	2.21	2.52	2.59	n < 10	2.52
Officers and stewards in the Union fear that management will treat them negatively because of their position in the Union.	Agree	11.5%	13.6%	12.4%	8.0%	7.1%	0%	13.3%	14.3%	n < 10	9.7%
	Disagree	39.1%	43.2%	42.5%	48.0%	42.9%	57.1%	43.3%	34.3%	n < 10	37.1%
	Average	2.65	2.62	2.61	2.40	2.50	2.38	2.70	2.74	n < 10	2.61
Employees fear reprisal for being active in the Union.	Agree	9.6%	12.4%	9.4%	8.0%	7.1%	0%	10%	6.7%	n < 10	6.5%
	Disagree	53.6%	55.3%	59.4%	56.0%	57.1%	76.2%	66.7%	49.5%	n < 10	53.2%
	Average	2.42	2.43	2.33	2.20	2.43	2.05	2.33	2.43	n < 10	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.
- 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	Overall	ACT (n = 162 to 163)	AFGE (n = 1053 to 1060)	FEA (n = 23)	IBEW (n = 13 to 14)	IFPTE (n = 21 to 22)	LIUNA (n = 27)	NAGE (n = 100)	NAIL (n < 10)	NFFE (n = 60)
Union Hostility Index	Average	2.86	2.51	2.93	2.86	3.00	3.09	2.46	2.74	n < 10	2.87
The Union is hostile towards management.	Agree	16.9%	6.8%	21.1%	4.5%	30.8%	27.3%	0%	13.1%	n < 10	13.3%
	Disagree	37.8%	56.8%	38.1%	45.5%	30.8%	31.8%	63.0%	37.4%	n < 10	35.0%
	Average	2.75	2.40	2.80	2.59	3.15	2.86	2.30	2.67	n < 10	2.78
The Union appears to dislike management.	Agree	22.6%	12.9%	27.4%	21.7%	35.7%	45.5%	7.4%	20%	n < 10	20%
	Disagree	32.4%	46.0%	32.3%	39.1%	28.6%	18.2%	51.9%	39.0%	n < 10	35.0%
	Average	2.89	2.61	2.95	2.78	3.21	3.32	2.48	2.73	n < 10	2.82
The Union is more interested in opposing management than in “what is right.”	Agree	24.4%	11.1%	29.9%	26.0%	21.4%	33.4%	11.1%	23.0%	n < 10	23.3%
	Disagree	31.7%	50.6%	31.4%	21.7%	42.8%	23.8%	44.4%	34.0%	n < 10	26.7%
	Average	2.95	2.52	3.04	3.13	2.71	3.10	2.59	2.83	n < 10	3.00

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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.
- 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	Overall	ACT (n = 162 to 164)	AFGE (n = 1056 to 1059)	FEA (n = 23)	IBEW (n = 13 to 14)	IFPTE (n = 22)	LIUNA (n = 27)	NAGE (n = 99 to 100)	NAIL (n < 10)	NFFE (n = 60)
Management Hostility Index	Average	2.57	2.49	2.54	2.23	2.55	2.64	2.44	2.56	n < 10	2.59
Management is hostile towards the Union.	Agree	8.2%	6.1%	8.6%	0%	7.1%	13.6%	7.4%	10%	n < 10	5.0%
	Disagree	47.4%	57.9%	50.9%	65.2%	50%	54.5%	66.7%	42.0%	n < 10	46.7%
	Average	2.53	2.40	2.50	2.22	2.57	2.55	2.37	2.55	n < 10	2.53
Management appears to dislike the Union.	Agree	13.5%	11.7%	14.8%	0%	7.1%	13.6%	7.4%	12.1%	n < 10	5.0%
	Disagree	39.3%	44.8%	41.9%	56.5%	42.9%	31.8%	51.9%	40.4%	n < 10	43.3%
	Average	2.69	2.61	2.68	2.26	2.64	2.77	2.52	2.65	n < 10	2.60
Management is more interested in opposing the Union than in “what is right.”	Agree	6.2%	6.8%	6.3%	4.3%	0%	9.1%	3.7%	6.1%	n < 10	6.7%
	Disagree	47.7%	54.3%	52.7%	56.5%	50%	40.9%	51.9%	46.5%	n < 10	38.3%
	Average	2.49	2.45	2.44	2.22	2.43	2.59	2.44	2.47	n < 10	2.65

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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.
- 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	Overall	ACT (n = 163 to 164)	AFGE (n = 1054 to 1060)	FEA (n = 23)	IBEW (n = 13 to 14)	IFPTE (n = 22)	LIUNA (n = 27)	NAGE (n = 99 to 100)	NAIL (n < 10)	NFFE (n = 60)
Mutual Trust Index	Average	2.93	3.19	2.87	3.09	2.96	2.86	3.20	3.00	n < 10	2.89
Managers trust Union representatives.	Agree	21.9%	34.8%	21.9%	21.7%	28.6%	9.1%	44.4%	24.2%	n < 10	11.7%
	Disagree	23.4%	10.4%	28.0%	17.4%	28.6%	13.6%	14.8%	18.2%	n < 10	21.7%
	Average	2.94	3.21	2.88	3.09	2.93	2.95	3.30	3.03	n < 10	2.83
Union representatives trust managers	Agree	19.2%	29.4%	18.8%	26.1%	38.5%	13.6%	40.7%	22.0%	n < 10	15.0%
	Disagree	23.5%	13.5%	27.9%	21.7%	30.8%	31.8%	22.2%	23.0%	n < 10	18.3%
	Average	2.92	3.15	2.86	3.09	3.00	2.77	3.11	2.96	n < 10	2.95

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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.
- 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	Overall	ACT (n = 124 to 131)	AFGE (n = 796 to 846)	FEA (n = 21)	IBEW (n = 12 to 14)	IFPTE (n = 17 to 19)	LIUNA (n = 25)	NAGE (n = 79 to 83)	NAIL (n < 10)	NFFE (n = 41 to 44)
Involvement in Discussions Index	Average	3.27	3.42	3.29	3.48	3.40	3.09	3.59	3.22	n < 10	3.27
My opinion is heard.	Agree	43.5%	48.5%	46.9%	57.1%	64.3%	26.3%	68.0%	36.1%	n < 10	39.5%
	Disagree	14.8%	13.8%	15.7%	9.5%	14.3%	21.1%	4.0%	12.0%	n < 10	14.0%
	Average	3.31	3.39	3.32	3.57	3.50	3.05	3.72	3.24	n < 10	3.26
My opinion is respected.	Agree	40.2%	45.0%	43.4%	42.9%	61.5%	31.6%	64.0%	36.1%	n < 10	38.6%
	Disagree	14.6%	8.4%	15.7%	14.3%	15.4%	15.8%	4.0%	13.3%	n < 10	13.6%
	Average	3.28	3.42	3.29	3.38	3.46	3.11	3.68	3.24	n < 10	3.25
I receive the information I need from those with whom I negotiate.	Agree	38.6%	48.4%	41.8%	38.1%	41.7%	29.4%	48.0%	32.9%	n < 10	36.6%
	Disagree	16.1%	11.3%	17.3%	19.0%	16.7%	5.9%	8.0%	13.9%	n < 10	17.1%
	Average	3.23	3.43	3.24	3.33	3.25	3.24	3.48	3.18	n < 10	3.22

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Item	Response	Overall	ACT (n =124 to 131)	AFGE (n = 796 to 846)	FEA (n = 21)	IBEW (n = 12 to 14)	IFPTE (n = 17 to 19)	LIUNA (n = 25)	NAGE (n = 79 to 83)	NAIL (n < 10)	NFFE (n = 41 to 44)
I have the opportunity to offer relevant information.	Agree	45.3%	51.5%	48.5%	57.1%	50%	44.4%	60%	39.0%	n < 10	38.6%
	Disagree	14.7%	10%	15.9%	9.5%	16.7%	22.2%	8.0%	14.6%	n < 10	13.6%
	Average	3.33	3.48	3.35	3.62	3.33	3.11	3.56	3.23	n < 10	3.27
My contributions are valued.	Agree	37.1%	43.4%	40%	47.6%	46.2%	31.6%	52.0%	28.9%	n < 10	40.9%
	Disagree	16.3%	10.9%	17.6%	9.5%	15.4%	21.1%	8.0%	18.1%	n < 10	15.9%
	Average	3.22	3.38	3.23	3.48	3.31	2.95	3.44	3.10	n < 10	3.27

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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	Overall	ACT (n = 96)	AFGE (n = 464)	FEA (n = 15)	IBEW (n < 10)	IFPTE (n = 10)	LIUNA (n = 15)	NAGE (n = 28)	NAIL (n < 10)	NFFE (n = 14)
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.	31.0%	36.5%	29.1%	40%	n < 10	0%	53.3%	28.6%	n < 10	28.6%
	Employees have a NEGATIVE view of joint labor-management forums/committees.	13.4%	13.5%	13.4%	26.7%	n < 10	10%	0%	14.3%	n < 10	14.3%
	Employees are not aware of joint labor/management forums/committees.	20%	17.7%	20.5%	6.7%	n < 10	30%	6.7%	28.6%	n < 10	28.6%
	I am not familiar with the employees' view of labor-management forums/committees	35.6%	32.3%	37.1%	26.7%	n < 10	60%	40%	28.6%	n < 10	28.6%

Appendix G: Survey Responses by Union Supervised

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”.
- 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	Overall	ACT (n = 161 to 170)	AFGE (n = 1120 to 1153)	FEA (n = 23 to 25)	IBEW (n = 14)	IFPTE (n = 21 to 22)	LIUNA (n = 27 to 30)	NAGE (n = 100 to 106)	NAIL (n < 10)	NFFE (n = 60 to 62)
I have sufficient time to perform my role in labor-management relations activities.	Agree	28.0%	26.5%	31.3%	40%	28.6%	14.3%	36.7%	25.5%	n < 10	30.6%
	Disagree	14.0%	9.4%	15.4%	8.0%	21.4%	33.3%	3.3%	12.3%	n < 10	4.8%
	Average	3.15	3.19	3.17	3.32	3.00	2.81	3.40	3.13	n < 10	3.31
The Union has respect for management’s goals.	Agree	34.5%	49.1%	35.3%	43.5%	35.7%	36.4%	40.7%	35.0%	n < 10	36.7%
	Disagree	19.4%	8.6%	23.0%	13.0%	21.4%	27.3%	11.1%	18.0%	n < 10	11.7%
	Average	3.12	3.39	3.08	3.35	3.14	3.05	3.22	3.11	n < 10	3.23
Management has respect for the Union’s goals.	Agree	40.5%	44.2%	43.7%	52.1%	57.1%	50%	40.7%	43.0%	n < 10	36.7%
	Disagree	10.2%	9.9%	10.7%	4.3%	0%	9.1%	7.4%	9.0%	n < 10	8.3%
	Average	3.31	3.33	3.34	3.52	3.64	3.45	3.33	3.34	n < 10	3.28
In general, the Union is receptive to change.	Agree	25.5%	36.0%	25.1%	26.1%	28.6%	22.7%	37.0%	29.0%	n < 10	25.0%
	Disagree	24.4%	14.3%	29.3%	26.1%	21.4%	27.3%	14.8%	22.0%	n < 10	21.7%
	Average	2.96	3.21	2.89	2.96	3.07	2.95	3.19	3.01	n < 10	3.03

Appendix G: Survey Responses by Union Supervised

Item	Response	Overall	ACT (n = 161 to 170)	AFGE (n = 1120 to 1153)	FEA (n = 23 to 25)	IBEW (n = 14)	IFPTE (n = 21 to 22)	LIUNA (n = 27 to 30)	NAGE (n = 100 to 106)	NAIL (n < 10)	NFFE (n = 60 to 62)
In general, Management is receptive to change.	Agree	42.5%	41.5%	46.2%	43.5%	64.3%	47.6%	51.9%	43.0%	n < 10	36.7%
	Disagree	11.4%	12.8%	12.5%	4.3%	0%	19.0%	14.8%	8.0%	n < 10	10%
	Average	3.32	3.27	3.35	3.43	3.71	3.29	3.33	3.35	n < 10	3.30
The quality of the labor-management relationship matters to me.	Agree	64.4%	70.1%	69.7%	60.9%	85.7%	72.7%	77.8%	62.0%	n < 10	58.3%
	Disagree	3.6%	3.7%	4.0%	0%	0%	4.5%	0%	4.0%	n < 10	3.3%
	Average	3.76	3.79	3.82	3.65	4.14	3.82	3.93	3.74	n < 10	3.75

Appendix G: Survey Responses by Union Supervised

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	Overall	ACT (n = 96)	AFGE (n = 463)	FEA (n = 15)	IBEW (n < 10)	IFPTE (n = 10)	LIUNA (n = 15)	NAGE (n = 28)	NAIL (n < 10)	NFFE (n = 14)
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	63.2%	67.7%	63.7%	80%	n < 10	80%	53.3%	67.9%	n < 10	64.3%
	Only the Union representative(s) have freedom to put forth ideas in labor-management forums/committee	8.0%	5.2%	8.4%	13.3%	n < 10	0%	13.3%	3.6%	n < 10	14.3%
	Only managers have freedom to put forth ideas in labor-management forums/committees	0.6%	1.0%	0.4%	0%	n < 10	0%	0%	0%	n < 10	0%

Appendix G: Survey Responses by Union Supervised

Item	Response	Overall	ACT (n = 96)	AFGE (n = 463)	FEA (n = 15)	IBEW (n < 10)	IFPTE (n = 10)	LIUNA (n = 15)	NAGE (n = 28)	NAIL (n < 10)	NFFE (n = 14)
	Neither the Union representative(s) nor managers have freedom to put forth ideas in labor-management forums/committee	2.4%	3.1%	2.2%	0%	n < 10	0%	0%	0%	n < 10	14.3%
	I am not familiar with labor-management forums/committees	25.8%	22.9%	25.3%	6.7%	n < 10	20%	33.3%	28.6%	n < 10	7.1%

Appendix G: Survey Responses by Union Supervised

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

		Overall	ACT (n = 170)	AFGE (n = 1122)	FEA (n = 25)	IBEW (n = 15)	IFPTE (n = 22)	LIUNA (n = 30)	NAGE (n = 103)	NAIL (n < 10)	NFFE (n = 62)
Overall, I would characterize the labor-management relations climate in my workplace as:	Cooperative on Most Issues	49.1%	57.1%	46.6%	72.0%	40%	36.4%	60%	52.4%	n < 10	58.1%
	Equally as Cooperative as Adversarial	35.6%	35.3%	36.2%	20%	46.7%	40.9%	30%	34.0%	n < 10	30.6%
	Adversarial on Most Issues	15.3%	7.6%	17.2%	8.0%	13.3%	22.7%	10%	13.6%	n < 10	11.3%
	Average	1.66	1.51	1.71	1.36	1.73	1.86	1.50	1.61	n < 10	1.53

Appendix G: Survey Responses by Union Supervised

Level 2: Learning / Knowledge Responses by Union Supervised

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.
- Percent “Sufficient or More” is based on a combination of “Sufficient” and “More Than Sufficient” responses.

Item	Response	Overall	ACT (n = 163 to 164)	AFGE (n = 1026 to 1029)	FEA (n = 22)	IBEW (n = 14 to 15)	IFPTE (n = 21)	LIUNA (n = 29)	NAGE (n = 99)	NAIL (n < 10)	NFFE (n = 60 to 61)
Training Index	Average	1.62	1.64	1.64	1.68	1.57	1.51	1.75	1.62	n < 10	1.60
Labor statutes	Insufficient	32.1%	28.8%	33.1%	27.3%	20%	38.1%	24.1%	31.3%	n < 10	32.8%
	Sufficient or More	40%	39.3%	44.8%	50%	50%	47.6%	48.3%	36.4%	n < 10	37.7%
	I Don’t Know	27.9%	31.9%	22.1%	22.7%	30%	14.3%	27.6%	32.3%	n < 10	29.5%
	Average	1.61	1.63	1.63	1.71	1.79	1.56	1.67	1.58	n < 10	1.58
The collective bargaining agreement	Insufficient	29.1%	24.4%	29.4%	31.8%	20%	38.1%	20.7%	28.3%	n < 10	31.1%
	Sufficient or More	45.8%	48.2%	51.5%	50%	55.0%	52.4%	62.1%	43.4%	n < 10	50.8%
	I Don’t Know	25.1%	27.4%	19.2%	18.2%	25.0%	9.5%	17.2%	28.3%	n < 10	18.0%
	Average	1.69	1.74	1.73	1.67	1.80	1.58	1.75	1.69	n < 10	1.66

Appendix G: Survey Responses by Union Supervised

Item	Response	Overall	ACT (n = 163 to 164)	AFGE (n = 1026 to 1029)	FEA (n = 22)	IBEW (n = 14 to 15)	IFPTE (n = 21)	LIUNA (n = 29)	NAGE (n = 99)	NAIL (n < 10)	NFFE (n = 60 to 61)
Alternative dispute resolution	Insufficient	28.8%	28.7%	29.3%	27.3%	40%	35.0%	13.8%	25.3%	n < 10	32.8%
	Sufficient or More	46.1%	42.7%	51.4%	54.5%	46.7%	65.0%	62.1%	46.5%	n < 10	47.5%
	I Don't Know	25.1%	28.7%	19.3%	18.2%	13.3%	0%	24.1%	28.3%	n < 10	19.7%
	Average	1.70	1.68	1.74	1.78	1.54	1.65	1.95	1.77	n < 10	1.65
Interest-based bargaining	Insufficient	35.5%	34.8%	37.1%	36.4%	66.7%	57.1%	17.2%	35.4%	n < 10	31.7%
	Sufficient or More	31.0%	29.9%	34.0%	31.8%	20%	23.8%	58.6%	28.3%	n < 10	30%
	I Don't Know	33.5%	35.4%	28.9%	31.8%	13.3%	19.0%	24.1%	36.4%	n < 10	38.3%
	Average	1.51	1.52	1.53	1.53	1.23	1.29	1.82	1.48	n < 10	1.51
Work processes	Insufficient	28.9%	22.6%	30%	31.8%	33.3%	42.9%	17.2%	26.3%	n < 10	31.1%
	Sufficient or More	43.2%	45.7%	47.6%	50%	53.3%	47.6%	58.6%	43.4%	n < 10	47.5%
	I Don't Know	27.9%	31.7%	22.4%	18.2%	13.3%	9.5%	24.1%	30.3%	n < 10	21.3%
	Average	1.67	1.76	1.69	1.67	1.62	1.53	1.82	1.71	n < 10	1.65
Executive Order 13522, entitled "Creating Labor-Management Forums to Improve Delivery of Government Services"	Insufficient	40.3%	37.8%	42.5%	27.3%	53.3%	52.4%	37.9%	45.5%	n < 10	45.9%
	Sufficient or More	23.3%	19.5%	25.9%	40.9%	26.7%	23.8%	24.1%	23.2%	n < 10	18.0%
	I Don't Know	36.4%	42.7%	31.6%	31.8%	20%	23.8%	37.9%	31.3%	n < 10	36.1%
	Average	1.41	1.37	1.42	1.67	1.33	1.31	1.39	1.38	n < 10	1.33

Appendix G: Survey Responses by Union Supervised

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.

Item	Response	Overall	ACT (n = 164 to 165)	AFGE (n = 1027 to 1031)	FEA (n = 22)	IBEW (n = 14 to 15)	IFPTE (n = 21)	LIUNA (n = 29)	NAGE (n = 99)	NAIL (n < 10)	NFFE (n = 62)
Knowledge Index	Average	2pt	1.92	1.98	1.97	1.87	1.99	2.02	1.87	n < 10	1.81
Bargaining rights	No Knowledge	17.5%	14.5%	12.4%	22.7%	14.3%	4.8%	3.4%	18.2%	n < 10	17.7%
	Some Knowledge	69.0%	74.5%	70.2%	50%	71.4%	90.5%	82.8%	71.7%	n < 10	77.4%
	A Lot of Knowledge	13.4%	10.9%	17.4%	27.3%	14.3%	4.8%	13.8%	10.1%	n < 10	4.8%
	Average	1.96	1.96	2.05	2.05	2.00	2.00	2.10	1.92	n < 10	1.87
Bargaining processes	No Knowledge	20.8%	18.8%	16.0%	27.3%	13.3%	4.8%	6.9%	21.2%	n < 10	24.2%
	Some Knowledge	66.9%	72.7%	67.5%	50%	80%	85.7%	82.8%	69.7%	n < 10	72.6%
	A Lot of Knowledge	12.3%	8.5%	16.4%	22.7%	6.7%	9.5%	10.3%	9.1%	n < 10	3.2%
	Average	1.91	1.90	2.00	1.95	1.93	2.05	2.03	1.88	n < 10	1.79

Appendix G: Survey Responses by Union Supervised

Item	Response	Overall	ACT (n = 164 to 165)	AFGE (n = 1027 to 1031)	FEA (n = 22)	IBEW (n = 14 to 15)	IFPTE (n = 21)	LIUNA (n = 29)	NAGE (n = 99)	NAIL (n < 10)	NFFE (n = 62)
Labor law and policies	No Knowledge	18.0%	12.8%	13.7%	18.2%	20%	9.5%	6.9%	21.2%	n < 10	25.8%
	Some Knowledge	72.3%	80.5%	73.6%	68.2%	73.3%	90.5%	86.2%	70.7%	n < 10	74.2%
	A Lot of Knowledge	9.7%	6.7%	12.6%	13.6%	6.7%	0%	6.9%	8.1%	n < 10	0%
	Average	1.92	1.94	1.99	1.95	1.87	1.90	2.00	1.87	n < 10	1.74
The current collective bargaining agreement	No Knowledge	18.0%	11.0%	12.1%	27.3%	13.3%	9.5%	10.3%	21.2%	n < 10	16.1%
	Some Knowledge	62.4%	66.5%	64.4%	36.4%	80%	81.0%	69.0%	62.6%	n < 10	67.7%
	A Lot of Knowledge	19.6%	22.6%	23.5%	36.4%	6.7%	9.5%	20.7%	16.2%	n < 10	16.1%
	Average	2.02	2.12	2.11	2.09	1.93	2.00	2.10	1.95	n < 10	2.00
DoD personnel policies	No Knowledge	9.8%	8.5%	6.6%	22.7%	20%	4.8%	3.4%	10.1%	n < 10	11.3%
	Some Knowledge	68.3%	73.8%	66.8%	40.9%	60%	66.7%	75.9%	66.7%	n < 10	67.7%
	A Lot of Knowledge	21.9%	17.7%	26.6%	36.4%	20%	28.6%	20.7%	23.2%	n < 10	21.0%
	Average	2.12	2.09	2.20	2.14	2.00	2.24	2.17	2.13	n < 10	2.10

Appendix G: Survey Responses by Union Supervised

Item	Response	Overall	ACT (n = 164 to 165)	AFGE (n = 1027 to 1031)	FEA (n = 22)	IBEW (n = 14 to 15)	IFPTE (n = 21)	LIUNA (n = 29)	NAGE (n = 99)	NAIL (n < 10)	NFFE (n = 62)
Executive Order 13522, entitled "Creating Labor-Management Forums to Improve Delivery of Government Services"	No Knowledge	54.1%	49.4%	51.2%	45.5%	53.3%	33.3%	34.5%	54.5%	n < 10	64.5%
	Some Knowledge	42.4%	49.4%	44.0%	45.5%	46.7%	57.1%	62.1%	43.4%	n < 10	35.5%
	A Lot of Knowledge	3.5%	1.2%	4.9%	9.1%	0%	9.5%	3.4%	2.0%	n < 10	0%
	Average	1.49	1.52	1.54	1.64	1.47	1.76	1.69	1.47	n < 10	1.35

Appendix G: Survey Responses by Union Supervised

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	Overall	ACT (n = 200)	AFGE (n = 1248)	FEA (n = 26)	IBEW (n = 17)	IFPTE (n = 26)	LIUNA (n = 35)	NAGE (n = 112)	NAIL (n < 10)	NFFE (n = 67)
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	30.9%	34.5%	34.2%	34.6%	29.4%	38.5%	45.7%	28.6%	n < 10	32.8%
	No	69.1%	65.5%	65.8%	65.4%	70.6%	61.5%	54.3%	71.4%	n < 10	67.2%

Appendix G: Survey Responses by Union Supervised

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	Overall	ACT (n = 160)	AFGE (n = 1014)	FEA (n = 22)	IBEW (n = 15)	IFPTE (n = 21)	LIUNA (n = 28)	NAGE (n = 94)	NAIL (n < 10)	NFFE (n = 59)
Have Union representatives and management in your workplace received joint training?	Yes	20.8%	26.3%	23.5%	59.1%	6.7%	42.9%	32.1%	12.8%	n < 10	13.6%
	No	21.7%	19.4%	24.0%	9.1%	13.3%	19.0%	21.4%	23.4%	n < 10	27.1%
	I don't know	57.5%	54.4%	52.6%	31.8%	80%	38.1%	46.4%	63.8%	n < 10	59.3%

Appendix G: Survey Responses by Union Supervised

Level 3: Behavior Responses by Union Supervised

Cooperative Management Behavior

- 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.
- Questions 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.
- 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	Overall	ACT (n = 105 to 164)	AFGE (n = 583 to 1061)	FEA (n = 16 to 23)	IBEW (n = 9 to 14)	IFPTE (n = 15 to 22)	LIUNA (n = 21 to 27)	NAGE (n = 45 to 100)	NAIL (n < 10)	NFFE (n = 30 to 60)
Cooperative Management Behavior Index	Average	3.55	3.45	3.56	3.99	3.72	3.32	3.56	3.62	n < 10	3.44
Management tries to cooperate with the Union.	Never/Rarely	5.2%	6.1%	5.1%	0%	8.3%	5.9%	3.8%	3.3%	n < 10	0%
	Often/ All the Time	66.1%	62.1%	67.7%	83.3%	75.0%	58.8%	65.4%	75.0%	n < 10	57.9%
	Average	3.78	3.75	3.79	4.06	3.92	3.59	3.73	3.97	n < 10	3.66

Appendix G: Survey Responses by Union Supervised

Item	Response	Overall	ACT (n = 105 to 164)	AFGE (n = 583 to 1061)	FEA (n = 16 to 23)	IBEW (n = 9 to 14)	IFPTE (n = 15 to 22)	LIUNA (n = 21 to 27)	NAGE (n = 45 to 100)	NAIL (n < 10)	NFFE (n = 30 to 60)
Managers go the extra mile to make the labor-management relationship more collaborative.	Never/Rarely	10.7%	14.3%	10.6%	0%	7.7%	6.3%	7.7%	4.9%	n < 10	16.7%
	Often/ All the Time	55.4%	51.6%	56.4%	75.0%	61.5%	68.8%	50%	63.9%	n < 10	52.8%
	Average	3.57	3.48	3.58	4.19	3.69	3.63	3.50	3.77	n < 10	3.50
Management accepts the Union's position when the Union is right.	Never/Rarely	5.8%	6.5%	5.2%	0%	8.3%	5.9%	8.0%	3.4%	n < 10	2.9%
	Often/ All the Time	62.4%	61.0%	64.4%	70.6%	75.0%	41.2%	64.0%	71.2%	n < 10	44.1%
	Average	3.74	3.72	3.76	4.00	3.67	3.35	3.76	3.93	n < 10	3.53
In dealing with formal grievances, management tries to understand the Union's side.	Never/Rarely	6.3%	7.4%	5.5%	0%	8.3%	11.8%	7.7%	3.3%	n < 10	8.1%
	Often/ All the Time	58.8%	51.6%	61.8%	66.7%	83.3%	41.2%	50%	62.3%	n < 10	40.5%
	Average	3.65	3.57	3.68	3.94	4.00	3.29	3.46	3.74	n < 10	3.43
Management quarrels with the Union over minor issues.	Never/Rarely	52.4%	58.7%	51.5%	77.8%	54.5%	47.1%	54.2%	54.2%	n < 10	33.3%
	Often/ All the Time	9.3%	11.1%	8.6%	5.6%	0%	11.8%	8.3%	8.5%	n < 10	5.6%
	Average	2.49	2.45	2.50	1.94	2.27	2.59	2.54	2.53	n < 10	2.72
Management implements Union suggestions in the way that they were intended to be implemented.	Never/Rarely	8.5%	13.8%	7.5%	12.5%	10.0%	0.0%	9.5%	4.4%	n < 10	6.7%
	Often/ All the Time	52.7%	42.2%	54.5%	81.3%	80.0%	25.0%	57.1%	62.2%	n < 10	46.7%
	Average	3.52	3.34	3.55	3.94	3.90	3.31	3.57	3.71	n < 10	3.53

Appendix G: Survey Responses by Union Supervised

Item	Response	Overall	ACT (n = 105 to 164)	AFGE (n = 583 to 1061)	FEA (n = 16 to 23)	IBEW (n = 9 to 14)	IFPTE (n = 15 to 22)	LIUNA (n = 21 to 27)	NAGE (n = 45 to 100)	NAIL (n < 10)	NFFE (n = 30 to 60)
Management implements Union suggestions when they are appropriate.	Never/Rarely	8.4%	12.7%	7.9%	6.3%	10.0%	12.5%	4.8%	4.1%	n < 10	5.9%
	Often/ All the Time	54.9%	46.4%	57.1%	81.3%	80.0%	43.8%	52.4%	63.3%	n < 10	50.0%
	Average	3.56	3.38	3.58	4.00	3.80	3.38	3.52	3.71	n < 10	3.50
In dealing with the Union, management attempts to find solutions that are acceptable to both parties.	Never/Rarely	7.9%	9.8%	7.8%	12.5%	n < 10	18.8%	9.1%	3.9%	n < 10	2.6%
	Often/ All the Time	60.1%	54.5%	61.6%	87.5%	n < 10	31.3%	68.2%	66.7%	n < 10	44.7%
	Average	3.63	3.53	3.64	4.00	n < 10	3.19	3.59	3.78	n < 10	3.45
Management listens to the Union's ideas.	Never/Rarely	8.4%	9.5%	8.2%	17.6%	9.1%	6.3%	4.8%	6.1%	n < 10	0.0%
	Often/ All the Time	54.6%	54.3%	56.6%	76.5%	63.6%	37.5%	52.4%	55.1%	n < 10	41.2%
	Average	3.55	3.50	3.58	3.88	3.73	3.38	3.48	3.53	n < 10	3.50
Management shares information with the Union.	Never/Rarely	12.7%	14.8%	12.3%	18.8%	20.0%	17.6%	9.5%	12.2%	n < 10	2.8%
	Often/ All the Time	50.7%	50.0%	51.9%	75.0%	60.0%	29.4%	47.6%	44.9%	n < 10	44.4%
	Average	3.44	3.38	3.46	3.81	3.60	3.18	3.33	3.43	n < 10	3.47
Management helps the Union solve problems.	Never/Rarely	15.6%	17.4%	15.8%	6.3%	10.0%	26.7%	14.3%	12.0%	n < 10	12.5%
	Often/ All the Time	39.0%	39.4%	37.9%	75.0%	40.0%	20.0%	47.6%	48.0%	n < 10	31.3%
	Average	3.25	3.20	3.23	3.88	3.40	2.87	3.43	3.36	n < 10	3.19

Appendix G: Survey Responses by Union Supervised

Item	Response	Overall	ACT (n = 105 to 164)	AFGE (n = 583 to 1061)	FEA (n = 16 to 23)	IBEW (n = 9 to 14)	IFPTE (n = 15 to 22)	LIUNA (n = 21 to 27)	NAGE (n = 45 to 100)	NAIL (n < 10)	NFFE (n = 30 to 60)
Management involves the Union when considering changes.	Never/Rarely	10%	15.2%	9.3%	6.3%	n < 10	12.5%	0.0%	8.0%	n < 10	7.5%
	Often/ All the Time	62.7%	51.8%	64.2%	87.5%	n < 10	62.5%	73.9%	68.0%	n < 10	55.0%
	Average	3.71	3.50	3.74	4.25	n < 10	3.50	3.91	3.86	n < 10	3.70
Management compromises with the Union.	Never/Rarely	9.7%	15.0%	7.9%	13.3%	20.0%	6.7%	4.8%	8.2%	n < 10	8.3%
	Often/ All the Time	40.6%	27.4%	41.7%	66.7%	60.0%	40.0%	42.9%	49.0%	n < 10	25.0%
	Average	3.35	3.12	3.39	3.60	3.40	3.40	3.38	3.47	n < 10	3.14
Management opposes the changes advocated by the Union.	Never/Rarely	39.1%	47.7%	37.1%	68.8%	50.0%	6.3%	40.0%	34.0%	n < 10	29.0%
	Often/ All the Time	10.1%	8.4%	11.1%	12.5%	0.0%	6.3%	10.0%	10.6%	n < 10	3.2%
	Average	2.67	2.58	2.69	2.38	2.30	3.00	2.75	2.72	n < 10	2.71
Management makes an effort to understand the Union's problems	Agree	48.2%	53.7%	52.3%	69.6%	64.3%	54.5%	59.3%	46.0%	n < 10	40%
	Disagree	8.4%	9.1%	8.6%	0%	7.1%	13.6%	11.1%	9.0%	n < 10	11.7%
	Average	3.41	3.43	3.45	3.78	3.57	3.41	3.52	3.36	n < 10	3.28

Appendix G: Survey Responses by Union Supervised

Cooperative Union Behavior

- 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.
- Questions 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.
- 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	Overall	ACT (n = 105 to 163)	AFGE (n = 603 to 1061)	FEA (n = 15 to 23)	IBEW (n = 9 to 14)	IFPTE (n = 15 to 22)	LIUNA (n = 20 to 27)	NAGE (n = 61 to 100)	NAIL (n < 10)	NFFE (n = 30 to 60)
Cooperative Union Behavior Index	Average	3.16	3.48	3.08	3.62	3.43	2.86	3.40	3.15	n < 10	3.10
The Union tries to cooperate with management.	Never/Rarely	14.5%	4.6%	17.1%	11.1%	8.3%	29.4%	7.7%	16.7%	n < 10	10.8%
	Often/ All the Time	49.8%	64.6%	46.5%	66.7%	66.7%	41.2%	61.5%	53.3%	n < 10	43.2%
	Average	3.44	3.82	3.35	3.78	3.67	3.06	3.65	3.42	n < 10	3.41

Appendix G: Survey Responses by Union Supervised

Item	Response	Overall	ACT (n = 105 to 163)	AFGE (n = 603 to 1061)	FEA (n = 15 to 23)	IBEW (n = 9 to 14)	IFPTE (n = 15 to 22)	LIUNA (n = 20 to 27)	NAGE (n = 61 to 100)	NAIL (n < 10)	NFFE (n = 30 to 60)
In dealing with formal grievances, the Union tries to understand management's side.	Never/Rarely	22.3%	8.1%	26.8%	11.1%	16.7%	29.4%	11.5%	23.3%	n < 10	16.7%
	Often/ All the Time	39.5%	49.6%	36.7%	44.4%	41.7%	11.8%	46.2%	41.7%	n < 10	41.7%
	Average	3.20	3.54	3.09	3.50	3.33	2.76	3.38	3.18	n < 10	3.33
The Union accepts management's position when management is right.	Never/Rarely	11.8%	4.0%	14.1%	5.9%	9.1%	11.8%	4.2%	10.2%	n < 10	5.7%
	Often/ All the Time	48.7%	62.4%	46.6%	58.8%	63.6%	23.5%	70.8%	50.8%	n < 10	34.3%
	Average	3.45	3.79	3.39	3.65	3.45	3.06	3.79	3.49	n < 10	3.43
Union representatives go the extra mile to make the labor-management relationship more collaborative.	Never/Rarely	24.3%	12.1%	28.0%	12.5%	16.7%	37.5%	20%	19.7%	n < 10	19.4%
	Often/ All the Time	35.1%	46.0%	31.4%	50%	25.0%	25.0%	44.0%	39.3%	n < 10	36.1%
	Average	3.12	3.43	3.02	3.56	3.17	2.81	3.32	3.16	n < 10	3.22
The Union quarrels with management over minor issues.	Never/Rarely	34.5%	52.0%	51.5%	50%	33.3%	29.4%	45.8%	33.9%	n < 10	19.4%
	Often/ All the Time	27.2%	15.7%	8.6%	5.6%	16.7%	35.3%	12.5%	35.6%	n < 10	22.2%
	Average	2.95	2.58	3.07	2.33	2.75	3.12	2.67	3.12	n < 10	3.06
The Union listens to management's ideas.	Never/Rarely	19.8%	8.6%	22.1%	29.4%	10.0%	18.8%	4.8%	24.5%	n < 10	16.7%
	Often/ All the Time	40.4%	57.1%	38.4%	70.6%	60.0%	12.5%	42.9%	32.7%	n < 10	26.7%
	Average	3.23	3.58	3.18	3.65	3.60	2.88	3.38	3.14	n < 10	3.10

Appendix G: Survey Responses by Union Supervised

Item	Response	Overall	ACT (n = 105 to 163)	AFGE (n = 603 to 1061)	FEA (n = 15 to 23)	IBEW (n = 9 to 14)	IFPTE (n = 15 to 22)	LIUNA (n = 20 to 27)	NAGE (n = 61 to 100)	NAIL (n < 10)	NFFE (n = 30 to 60)
In dealing with management, the Union attempts to find solutions that are acceptable to both parties.	Never/Rarely	19.9%	9.7%	22.8%	12.5%	10.0%	40.0%	9.5%	17.6%	n < 10	13.9%
	Often/ All the Time	40.6%	51.3%	37.0%	75.0%	60.0%	20.0%	66.7%	47.1%	n < 10	30.6%
	Average	3.23	3.49	3.15	3.81	3.60	2.73	3.57	3.27	n < 10	3.11
The Union helps management solve problems.	Never/Rarely	31.5%	19.1%	34.8%	18.8%	n < 10	46.7%	19.0%	30.6%	n < 10	28.1%
	Often/ All the Time	29.0%	42.7%	25.3%	68.8%	n < 10	6.7%	42.9%	28.6%	n < 10	25.0%
	Average	2.92	3.25	2.81	3.69	n < 10	2.47	3.33	2.90	n < 10	2.88
The Union shares information with management.	Never/Rarely	24.2%	12.7%	26.5%	23.5%	n < 10	18.8%	27.3%	24.5%	n < 10	12.9%
	Often/ All the Time	34.5%	47.3%	32.0%	52.9%	n < 10	12.5%	45.5%	32.7%	n < 10	25.8%
	Average	3.09	3.40	3.03	3.53	n < 10	2.94	3.14	3.10	n < 10	3.10
The Union compromises with management.	Never/Rarely	20.2%	13.3%	20.3%	20.0%	n < 10	26.7%	4.8%	20.0%	n < 10	16.7%
	Often/ All the Time	25.5%	31.0%	23.2%	60.0%	n < 10	13.3%	38.1%	28.0%	n < 10	13.9%
	Average	3.04	3.20	3.02	3.47	n < 10	2.87	3.33	3.02	n < 10	2.94
The Union opposes changes advocated by management.	Never/Rarely	27.6%	44.9%	23.4%	56.3%	n < 10	12.5%	40.0%	16.7%	n < 10	27.3%
	Often/ All the Time	23.5%	12.1%	26.5%	12.5%	n < 10	12.5%	10.0%	29.2%	n < 10	12.1%
	Average	2.96	2.65	3.04	2.50	n < 10	3.00	2.75	3.17	n < 10	2.88

Appendix G: Survey Responses by Union Supervised

Item	Response	Overall	ACT (n = 105 to 163)	AFGE (n = 603 to 1061)	FEA (n = 15 to 23)	IBEW (n = 9 to 14)	IFPTE (n = 15 to 22)	LIUNA (n = 20 to 27)	NAGE (n = 61 to 100)	NAIL (n < 10)	NFFE (n = 30 to 60)
The Union makes an effort to understand management's problems.	Agree	33.2%	48.5%	34.1%	47.8%	50%	27.3%	51.9%	30%	n < 10	30%
	Disagree	22.2%	9.8%	26.8%	13.0%	14.3%	31.8%	18.5%	23.0%	n < 10	23.3%
	Average	3.06	3.38	3.02	3.35	3.29	2.91	3.30	3.02	n < 10	3.02

Appendix G: Survey Responses by Union Supervised

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.
- 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	Overall	ACT (n = 161 to 163)	AFGE (n = 1055 to 1059)	FEA (n = 23)	IBEW (n = 14)	IFPTE (n = 22)	LIUNA (n = 27)	NAGE (n = 100)	NAIL (n < 10)	NFFE (n = 60)
Management Compliance Index	Average	3.61	3.51	3.70	3.63	3.64	3.64	3.48	3.65	n < 10	3.57
Management lives up to its agreements.	Agree	54.8%	50.9%	61.9%	60.9%	64.3%	63.6%	51.9%	57.0%	n < 10	51.7%
	Disagree	6.1%	9.3%	5.7%	4.3%	0%	9.1%	3.7%	4.0%	n < 10	5.0%
	Average	3.54	3.40	3.63	3.61	3.71	3.77	3.74	3.60	n < 10	3.50
Management complies with the collective bargaining agreement.	Agree	63.4%	65.0%	70.6%	65.2%	71.4%	77.3%	70.4%	65.0%	n < 10	60%
	Disagree	4.5%	4.9%	4.4%	4.3%	7.1%	9.1%	3.7%	5.0%	n < 10	6.7%
	Average	3.67	3.61	3.77	3.65	3.57	0.00	0.00	3.69	n < 10	3.63

Appendix G: Survey Responses by Union Supervised

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.
- 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	Overall	ACT (n = 162 to 163)	AFGE (n = 1053 to 1059)	FEA (n = 23)	IBEW (n = 14)	IFPTE (n = 22)	LIUNA (n = 27)	NAGE (n = 100)	NAIL (n < 10)	NFFE (n = 60)
Union Compliance Index	Average	3.44	3.56	3.48	3.52	3.57	3.43	3.54	3.44	n < 10	3.48
The Union lives up to its agreements.	Agree	44.0%	51.9%	48.0%	56.5%	50%	40.9%	51.9%	41.0%	n < 10	41.7%
	Disagree	9.3%	6.8%	10.6%	8.7%	0%	9.1%	3.7%	8.0%	n < 10	3.3%
	Average	3.35	3.44	3.38	3.52	3.50	3.36	3.44	3.33	n < 10	3.38
The Union complies with the collective bargaining agreement.	Agree	55.3%	68.1%	60.4%	56.5%	64.3%	54.5%	63.0%	56.0%	n < 10	56.7%
	Disagree	5.9%	3.1%	7.2%	4.3%	0%	9.1%	3.7%	6.0%	n < 10	1.7%
	Average	3.53	3.67	3.57	3.52	3.64	3.50	3.63	3.55	n < 10	3.58

Appendix G: Survey Responses by Union Supervised

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	Overall	ACT (n = 201)	AFGE (n = 1254)	FEA (n = 26)	IBEW (n = 17)	IFPTE (n = 26)	LIUNA (n = 35)	NAGE (n = 113)	NAIL (n < 10)	NFFE (n = 67)
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	33.4%	47.8%	37.2%	57.7%	11.8%	38.5%	42.9%	24.8%	n < 10	20.9%
	No	22.2%	19.9%	21.1%	11.5%	35.3%	26.9%	25.7%	26.5%	n < 10	26.9%
	I don't Know	44.4%	32.3%	41.7%	30.8%	52.9%	34.6%	31.4%	48.7%	n < 10	52.2%

Appendix G: Survey Responses by Union Supervised

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	Overall	ACT (n = 144)	AFGE (n = 947)	FEA (n = 21)	IBEW (n = 13)	IFPTE (n = 19)	LIUNA (n = 26)	NAGE (n = 90)	NAIL (n < 10)	NFFE (n = 56)
How often do your Union and management representatives meet to discuss issues?	Daily	0.1%	0.7%	0.1%	0%	0%	0%	0%	0%	n < 10	0%
	Less Than Daily, But At Least Weekly	2.8%	2.1%	3.1%	19.0%	0%	10.5%	3.8%	2.2%	n < 10	1.8%
	Less Than Weekly, But At Least Biweekly	1.1%	2.1%	1.3%	4.8%	0%	0%	0%	1.1%	n < 10	0%
	Less Than Biweekly, But At Least Monthly	5.7%	5.6%	6.4%	23.8%	0%	0%	11.5%	3.3%	n < 10	3.6%
	Less Than Monthly, But At Least Quarterly	7.2%	7.6%	8.9%	4.8%	15.4%	5.3%	11.5%	4.4%	n < 10	3.6%
	Less Than Quarterly But At Least Annually	7.2%	6.3%	7.8%	9.5%	0%	0%	11.5%	10.0%	n < 10	8.9%
	Less Than Annually	9.1%	11.8%	8.8%	9.5%	0%	5.3%	3.8%	11.1%	n < 10	8.9%
	I Don't Know	66.8%	63.9%	63.7%	28.6%	84.6%	78.9%	57.7%	67.8%	n < 10	73.2%

Appendix G: Survey Responses by Union Supervised

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	Overall	ACT (n = 141)	AFGE (n = 898)	FEA (n = 21)	IBEW (n = 15)	IFPTE (n = 17)	LIUNA (n = 26)	NAGE (n = 85)	NAIL (n < 10)	NFFE (n = 54)
Please indicate the frequency with which you deal with grievances	Daily	0.7%	1.4%	0.6%	0%	0%	0%	0%	1.2%	n < 10	1.9%
	Less Than Daily, But At Least Weekly	0.5%	0%	0.2%	0%	0%	0%	0%	0%	n < 10	0%
	Less Than Weekly, But At Least Biweekly	1.3%	0.7%	1.1%	9.5%	0%	5.9%	3.8%	1.2%	n < 10	0%
	Less Than Biweekly, But At Least Monthly	2.4%	0.7%	3.1%	0%	0%	0%	3.8%	2.4%	n < 10	0%
	Less Than Monthly, But At Least Quarterly	4.9%	3.5%	5.9%	0%	0%	0%	11.5%	7.1%	n < 10	1.9%
	Less Than Quarterly But At Least Annually	13.7%	7.1%	16.6%	23.8%	26.7%	17.6%	23.1%	14.1%	n < 10	9.3%
	Less Than Annually	40.5%	36.2%	42.1%	28.6%	40.0%	58.8%	42.3%	40.0%	n < 10	61.1%
	Never	35.9%	50.4%	30.4%	38.1%	33.3%	17.6%	15.4%	34.1%	n < 10	25.9%

Appendix G: Survey Responses by Union Supervised

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.
- Analysis not included in this appendix because of low number of supervisors overall indicating participation in each specific grievance

Appendix G: Survey Responses by Union Supervised

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.
- Percents are based on a combination of Never/Rarely and Often/All of the Time responses for.

Item	Response	Overall	ACT (n = 108 to 114)	AFGE (n = 591 to 656)	FEA (n = 16)	IBEW (n = 9 to 10)	IFPTE (n = 15 to 16)	LIUNA (n = 21 to 22)	NAGE (n = 49 to 52)	NAIL (n < 10)	NFFE (n = 32)
The Union and management work together to try to find creative solutions to problems.	Never / Rarely	20.8%	10.5%	23.2%	18.8%	20.0%	31.3%	9.1%	17.3%	n < 10	21.9%
	Often / All of the Time	37.7%	43.9%	36.7%	75.0%	70.0%	25.0%	50.0%	30.8%	n < 10	25.0%
	Average	3.18	3.43	3.13	3.81	3.60	2.88	3.45	3.12	n < 10	2.97
When a suggestion from the other group is implemented, both sides actively work to ensure success.	Never / Rarely	10.9%	9.3%	11.3%	12.5%	n < 10	6.7%	4.8%	10.2%	n < 10	12.5%
	Often / All of the Time	44.4%	48.1%	44.2%	75.0%	n < 10	26.7%	61.9%	44.9%	n < 10	34.4%
	Average	3.39	3.45	3.38	3.88	n < 10	3.27	3.57	3.39	n < 10	3.22

Appendix G: Survey Responses by Union Supervised

Level 4: Results Responses by Union Supervised

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.

Item	Response	Overall	ACT (n = 74 to 110)	AFGE (n = 482 to 630)	FEA (n = 10 to 14)	IBEW (n =10 to 12)	IFPTE (n = 8 to 15)	LIUNA (n =20 to 25)	NAGE (n = 50 to 57)	NAIL (n < 10)	NFFE (n = 23 to 34)
Results Index	Average	1.82	1.96	1.79	1.97	2.21	1.62	2.04	1.86	n < 10	1.87
Improved dispute resolution	Not at All	19.5%	10.5%	21.2%	35.7%	9.1%	7.7%	13.0%	16.0%	n < 10	10.3%
	Somewhat	58.8%	60%	57.8%	21.4%	54.5%	92.3%	56.5%	64.0%	n < 10	79.3%
	A Great Amount	21.7%	29.5%	21.0%	42.9%	36.4%	0%	30.4%	20%	n < 10	10.3%
	Average	2.02	2.19	2.00	2.07	2.27	1.92	2.17	2.04	n < 10	2.00
More timely grievance resolution	Not at All	23.2%	14.3%	24.0%	38.5%	9.1%	14.3%	18.2%	20.4%	n < 10	6.9%
	Somewhat	54.6%	60.4%	54.7%	23.1%	54.5%	78.6%	45.5%	61.2%	n < 10	69.0%
	A Great Amount	22.2%	25.3%	21.3%	38.5%	36.4%	7.1%	36.4%	18.4%	n < 10	24.1%
	Average	1.99	2.11	1.97	2.00	2.27	1.93	2.18	1.98	n < 10	2.17

Appendix G: Survey Responses by Union Supervised

Item	Response	Overall	ACT (n = 74 to 110)	AFGE (n = 482 to 630)	FEA (n = 10 to 14)	IBEW (n =10 to 12)	IFPTE (n = 8 to 15)	LIUNA (n =20 to 25)	NAGE (n = 50 to 57)	NAIL (n < 10)	NFFE (n = 23 to 34)
Cost savings	Not at All	47.9%	36.5%	49.4%	60%	20%	n < 10	25.0%	51.0%	n < 10	34.8%
	Somewhat	39.4%	45.9%	39.0%	20%	50%	n < 10	50%	34.7%	n < 10	60.9%
	A Great Amount	12.8%	17.6%	11.6%	20%	30%	n < 10	25.0%	14.3%	n < 10	4.3%
	Average	1.65	1.81	1.62	1.60	2.10	n < 10	2.00	1.63	n < 10	1.70
Improved customer service	Not at All	39.2%	29.5%	42.4%	36.4%	20%	n < 10	22.7%	27.8%	n < 10	25.8%
	Somewhat	44.9%	49.5%	43.6%	36.4%	40%	n < 10	50%	59.3%	n < 10	64.5%
	A Great Amount	15.9%	21.1%	14.0%	27.3%	40%	n < 10	27.3%	13.0%	n < 10	9.7%
	Average	1.77	1.92	1.72	1.91	2.20	n < 10	2.05	1.85	n < 10	1.84
Increased productivity	Not at All	41.5%	32.7%	44.1%	41.7%	27.3%	58.3%	24.0%	35.2%	n < 10	30.3%
	Somewhat	43.8%	46.2%	43.6%	16.7%	27.3%	41.7%	52.0%	53.7%	n < 10	60.6%
	A Great Amount	14.6%	21.2%	12.3%	41.7%	45.5%	0%	24.0%	11.1%	n < 10	9.1%
	Average	1.73	1.88	1.68	2.00	2.18	1.42	2.00	1.76	n < 10	1.79
Improved efficiency	Not at All	41.7%	33.7%	44.6%	23.1%	18.2%	63.6%	25.0%	37.0%	n < 10	34.4%
	Somewhat	43.2%	44.2%	42.9%	46.2%	36.4%	36.4%	50%	50%	n < 10	53.1%
	A Great Amount	15.1%	22.1%	12.5%	30.8%	45.5%	0%	25.0%	13.0%	n < 10	12.5%
	Average	1.73	1.88	1.68	2.08	2.27	1.36	2.00	1.76	n < 10	1.78

Appendix G: Survey Responses by Union Supervised

Item	Response	Overall	ACT (n = 74 to 110)	AFGE (n = 482 to 630)	FEA (n = 10 to 14)	IBEW (n =10 to 12)	IFPTE (n = 8 to 15)	LIUNA (n =20 to 25)	NAGE (n = 50 to 57)	NAIL (n < 10)	NFFE (n = 23 to 34)
Enhanced mission effectiveness	Not at All	37.2%	28.0%	39.8%	23.1%	18.2%	50%	24.0%	30.2%	n < 10	26.7%
	Somewhat	46.0%	45.8%	45.9%	38.5%	45.5%	50%	52.0%	56.6%	n < 10	63.3%
	A Great Amount	16.8%	26.2%	14.3%	38.5%	36.4%	0%	24.0%	13.2%	n < 10	10%
	Average	1.80	1.98	1.75	2.15	2.18	1.50	2.00	1.83	n < 10	1.83
Improved morale	Not at All	35.7%	30%	36.0%	23.1%	33.3%	35.7%	20.8%	28.1%	n < 10	29.4%
	Somewhat	47.4%	44.5%	49.0%	38.5%	25.0%	57.1%	54.2%	59.6%	n < 10	58.8%
	A Great Amount	16.9%	25.5%	14.9%	38.5%	41.7%	7.1%	25.0%	12.3%	n < 10	11.8%
	Average	1.81	1.95	1.79	2.15	2.08	1.71	2.04	1.84	n < 10	1.82
Training and career development opportunities for employees	Not at All	34.8%	31.7%	35.3%	36.4%	18.2%	46.7%	34.8%	24.1%	n < 10	29.6%
	Somewhat	49.0%	47.5%	48.8%	45.5%	45.5%	46.7%	43.5%	61.1%	n < 10	55.6%
	A Great Amount	16.2%	20.8%	15.9%	18.2%	36.4%	6.7%	21.7%	14.8%	n < 10	14.8%
	Average	1.81	1.89	1.81	1.82	2.18	1.60	1.87	1.91	n < 10	1.85
Improved workplace quality (e.g., cleanliness, safety, up to date equipment)	Not at All	30.5%	27.5%	31.2%	38.5%	8.3%	33.3%	16.0%	27.8%	n < 10	25.0%
	Somewhat	48.1%	39.4%	48.3%	46.2%	50%	66.7%	60%	53.7%	n < 10	59.4%
	A Great Amount	21.4%	33.0%	20.5%	15.4%	41.7%	0%	24.0%	18.5%	n < 10	15.6%
	Average	1.91	2.06	1.89	1.77	2.33	1.67	2.08	1.91	n < 10	1.91

Appendix G: Survey Responses by Union Supervised

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.

Item	Response	Overall	ACT (n = 125 to 128)	AFGE (n = 505 to 647)	FEA (n = 11 to 17)	IBEW (n = 10 to 13)	IFPTE (n = 12 to 13)	LIUNA (n = 16 to 22)	NAGE (n = 36 to 54)	NAIL (n < 10)	NFFE (n = 26 to 37)
Please indicate the frequency with which Informal Resolution is used for Grievances	Never / Rarely	33.7%	42.7%	31.1%	29.4%	40%	33.3%	18.2%	35.2%	n < 10	27.0%
	Often / All the Time	39.5%	37.5%	40.8%	64.7%	20%	33.3%	59.1%	42.6%	n < 10	40.5%
	Average	2.98	2.82	3.02	3.35	2.70	3.00	3.50	3.02	n < 10	3.08
Please indicate the speed of Formal Conflict Resolution	Extremely Slow / Slow	65.8%	52.2%	68.1%	50%	54.5%	92.3%	56.3%	66.7%	n < 10	65.4%
	Quick / Happens Immediately	34.2%	47.8%	31.9%	50%	45.5%	7.7%	43.8%	33.3%	n < 10	34.6%
	Average	2.17	2.33	2.15	2.50	2.18	1.85	2.44	2.14	n < 10	2.19
Please indicate the speed of Informal Conflict Resolution	Extremely Slow / Slow	33.7%	25.6%	33.6%	21.4%	45.5%	50%	26.3%	39.6%	n < 10	43.3%
	Quick / Happens Immediately	66.3%	74.4%	66.4%	78.6%	54.5%	50%	73.7%	60.4%	n < 10	56.7%
	Average	2.68	2.78	2.70	3.07	2.45	2.50	2.79	2.54	n < 10	2.60

Appendix G: Survey Responses by Union Supervised

Item	Response	Overall	ACT (n = 125 to 128)	AFGE (n = 505 to 647)	FEA (n = 11 to 17)	IBEW (n = 10 to 13)	IFPTE (n = 12 to 13)	LIUNA (n = 16 to 22)	NAGE (n = 36 to 54)	NAIL (n < 10)	NFFE (n = 26 to 37)
Please indicate how you view the effectiveness of Formal Conflict Resolution	Not / Rarely Effective	28.6%	28.2%	29.1%	9.1%	33.3%	38.5%	21.1%	25.0%	n < 10	27.6%
	Somewhat / Very Effective	71.4%	71.8%	70.9%	90.9%	66.7%	61.5%	78.9%	75.0%	n < 10	72.4%
	Average	2.77	2.78	2.77	2.91	2.58	2.46	2.95	2.82	n < 10	2.79
Please indicate how you view the effectiveness of Informal Conflict Resolution	Not / Rarely Effective	15.9%	12.6%	15.3%	7.1%	23.1%	15.4%	13.6%	15.4%	n < 10	13.8%
	Somewhat / Very Effective	84.1%	87.4%	84.7%	92.9%	76.9%	84.6%	86.4%	84.6%	n < 10	86.2%
	Average	3.14	3.21	3.15	3.29	2.92	3.08	3.27	3.23	n < 10	3.14

Appendix G: Survey Responses by Union Supervised

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.
- 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	Overall	ACT (n = 125 to 128)	AFGE (n = 803 to 818)	FEA (n = 17 to 18)	IBEW (n = 14)	IFPTE (n = 17)	LIUNA (n = 27)	NAGE (n = 70 to 72)	NAIL (n < 10)	NFFE (n = 46 to 49)
Grievances are settled promptly.	Agree	39.8%	51.2%	38.6%	66.7%	50%	35.3%	48.1%	40.8%	n < 10	34.8%
	Disagree	21.1%	8.0%	24.7%	11.1%	35.7%	29.4%	14.8%	16.9%	n < 10	21.7%
	Average	3.17	3.45	3.11	3.78	3.14	2.94	3.33	3.32	n < 10	3.11
Grievances are resolved fairly.	Agree	42.1%	50%	40.7%	77.8%	64.3%	35.3%	55.6%	46.5%	n < 10	42.6%
	Disagree	14.4%	4.8%	16.9%	5.6%	14.3%	11.8%	11.1%	14.1%	n < 10	8.5%
	Average	3.29	3.49	3.24	3.94	3.50	3.24	3.37	3.38	n < 10	3.34
The Union is committed to resolving grievances at the lowest level possible.	Agree	44.6%	57.8%	43.2%	61.1%	42.9%	35.3%	66.7%	50%	n < 10	51.0%
	Disagree	17.1%	10.2%	20.1%	16.7%	14.3%	17.6%	7.4%	14.3%	n < 10	14.3%
	Average	3.29	3.54	3.23	3.61	3.43	3.12	3.63	3.43	n < 10	3.33
Management is committed to resolving grievances at the lowest level possible.	Agree	64.8%	61.4%	68.9%	82.4%	78.6%	58.8%	66.7%	66.7%	n < 10	67.3%
	Disagree	6.4%	7.1%	5.7%	5.9%	14.3%	5.9%	3.7%	5.6%	n < 10	0%
	Average	3.73	3.63	3.80	4.18	3.79	3.53	3.67	3.81	n < 10	3.71

Appendix G: Survey Responses by Union Supervised

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.
- 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	Overall	ACT (n = 74)	AFGE (n = 344 to 345)	FEA (n = 14)	IBEW (n < 10)	IFPTE (n < 10)	LIUNA (n = 10)	NAGE (n = 19 to 20)	NAIL (n < 10)	NFFE (n = 13)
Joint labor-management forums achieve results that positively impact the mission.	Agree	56.9%	62.2%	57.7%	42.9%	n < 10	n < 10	60.0%	65.0%	n < 10	61.5%
	Disagree	16.6%	6.8%	19.1%	21.4%	n < 10	n < 10	10.0%	10.0%	n < 10	0.0%
	Average	3.49	3.69	3.48	3.36	n < 10	n < 10	3.70	3.65	n < 10	3.69
Joint labor-management forums are a common means of implementing important changes.	Agree	62.5%	67.6%	64.2%	35.7%	n < 10	n < 10	60.0%	57.9%	n < 10	69.2%
	Disagree	13.4%	6.8%	14.2%	21.4%	n < 10	n < 10	10.0%	5.3%	n < 10	0.0%
	Average	3.59	3.74	3.61	3.29	n < 10	n < 10	3.60	3.53	n < 10	3.85

Appendix G: Survey Responses by Union Supervised

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	Overall	ACT (n = 171)	AFGE (n = 1122)	FEA (n = 25)	IBEW (n = 15)	IFPTE (n = 22)	LIUNA (n = 30)	NAGE (n = 105)	NAIL (n < 10)	NFFE (n = 60)
The relationship between labor and management in my workplace is:	Improving	16.3%	11.1%	17.6%	24.0%	33.3%	18.2%	26.7%	13.3%	n < 10	16.7%
	Staying the same	71.8%	78.4%	69.1%	68.0%	60%	68.2%	63.3%	77.1%	n < 10	71.7%
	Getting worse	11.8%	10.5%	13.3%	8.0%	6.7%	13.6%	10%	9.5%	n < 10	11.7%
	Average	1.95	1.99	1.96	1.84	1.73	1.95	1.83	1.96	n < 10	1.95