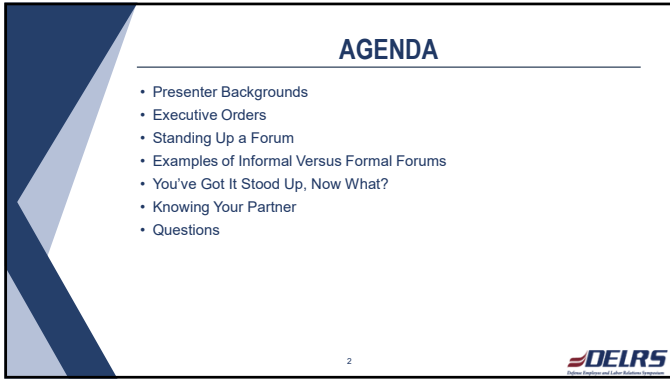




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EXECUTIVE ORDERS


- Presidential Executive Orders (EOs) involving labor-management forums are cyclical and often change when new administrations enter the Executive Branch
 - Example EOs:
 - Clinton = pro-partnership & "suggested" permissive
 - Bush = no partnerships
 - Obama = pro-partnership but not as strong as Clinton's on permissive
 - Trump = no partnerships and reduced numerous union rights
 - Biden = pro-partnerships and stronger permissive language/union membership
- President Biden's EO 14025 created the White House Task Force on Worker Organization and Empowerment
 - Chaired by Vice President Harris
 - Provided several recommended actions for LR to take, to include reinstatement of labor-management forums and pre-decisional involvement (PDI)



4

STANDING UP A FORUM


- "This is a relationship business. Administrations come and go, but the relationships that we have with the unions last for years." Dom Murgio, President of the Society of Federal Labor and Employee Relations Professionals
- Depending on current labor-management relationship, the parties would need to work out types, scope, and overall rules of the forum
 - Types: formal or informal (i.e.- need for formal minutes, action items, parties to the forum, schedule, etc.)
 - Scope: what authority does the forum have? Decision making body or recommendation/informational body?
 - Overall rules: Recommend capturing these considerations into an agreement
- As an LRO, you may need to convince your agency leader of the value of these forums. Good examples are avoiding prolonged negotiations through discussion and/or costly litigation/liability before a 3rd party



5

EXAMPLES OF INFORMAL VERSUS FORMAL FORUMS


- Tinker AFB/AFGE Local 916/IAFF F-211 Partnership Meetings
 - Very informal due to longstanding partnership with unions
 - Provides non-attributional atmosphere
 - Still collected action items and regular schedule, but no formal rules
- AFMC/AFGE Council 214 Partnership Council
 - Despite longstanding partnership, formal due to levels of leadership involved and command-wide action items
 - Guided by agreed upon formal rules
- AFMC/IAFF Fire and Emergency Services Council (FESC)
 - Informal and all members are equals
 - Open and close action items on a regular basis
 - Excellent forum to speak freely and resolve command Fire Fighter/Dispatcher issues



6

YOU'VE GOT IT STOOD UP, NOW WHAT?


- Depending on what those rules look like and the overall concept of the forum, the parties will mostly likely utilize either PDI, a form of interest-based bargaining, or a mix of the two. Get to know these practices
- Seek to prepare for agenda items well in advance from both union and agency
 - Have a central management POC (such as a Director of Staff) that you can reach out to when seeking topics the agency would like to discuss with the union
 - In preparation for the use of PDI, the earlier in the process of formulating the item = the fewer bargaining roadblocks should the matter still need a formal, negotiated agreement
 - When soliciting topics from the union, provide yourself enough time to seek a relevant POC to speak to the item of concern from the union
 - Whether the forum is informal or formal, capturing action items from the meeting is incredibly beneficial. Start the meeting addressing the prior meeting's action items, the status of those items, and the resolution (if any) of those items. At the end of the meeting, make sure you recap new action items to ensure all parties are on the same page



7

KNOWING YOUR PARTNER


- A key to success in the use of forums, PDI, and interest-based bargaining is understanding your partner
- Understand that your union partner is not some faceless entity, similar to how you aren't some AI bureaucrat. Both of you are real life people with families, friends, stressors, hobbies, etc.
- Two excellent resources that incorporate this mindset
 - Research and try to use the Harvard Principles of Negotiation Model (<https://www.youtube.com/watch?v=RTaIFeKKE>):
 - Separate the people from the problem
 - Focus on interests, not positions
 - Invent options for mutual gain
 - Insist on using objective criteria
 - Read *Getting to Yes: Negotiating Agreement Without Giving In* by Fisher, Ury, and Patton



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KNOWING YOUR PARTNER (cont.)

- In addition to being a person, most labor unionists have the following organizational interests:
 - Labor History
 - Safety of employees
 - Maintaining or growing the size of the bargaining unit
 - Union dues due to "right to work" in federal government
 - Internal union politics
 - External politics impacting worker and union rights
 - Official time
- In the case of bargaining units such as firefighters, they literally live where they work so their organizational interests could be even larger
- Understanding and empathizing with these key interests will most likely bolster your relationship and partnership with your union counterparts



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