



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
WASHINGTON, DC 20410-3000

OFFICE OF ADMINISTRATION

## National Labor-Management Forum

In order to establish a cooperative and productive form of labor-management relations, the U.S. Department Housing and Urban Development, in consultation with the American Federation of Government Employees, AFL-CIO, National Council of HUD Locals 222, submits the following Labor-Management Forum plan in accordance with Executive Order 13522.

The creation of a non-adversarial forum for managers, employees and employee union representatives to discuss government operations, will further the President's agenda to promote satisfactory labor relations and improve the productivity and effectiveness of the Federal Government. A key feature of the Forum will be a commitment from HUD management to involve AFGE in the pre-decisional stage regarding workplace matters, to the fullest extent practical. This is in consideration of the Union's longstanding status as a sentinel of employee workplace issues, and in recognition of their unique view in understanding the concerns of a majority of HUD employees who are engaged in carrying out mission critical work.

As directed in Executive Order 13522, the Department of Housing and Urban Development submits for approval to the National Council, a written implementation plan that covers: 1.) How the agency will conduct a baseline assessment of the current state of labor relations; 2.) The extent to which the agency has established LMF's or may participate in pilot projects; 3.) How the agency and their unions will develop specific metrics to monitor improvements in labor/management relations, productivity gains, and cost savings; and 4.) The agency's plan for devoting specific resources to the implementation of the plan.

### **1. Labor Relations Baseline Assessment**

In establishing a baseline assessment, Management shall collect for consideration by the National Forum members: for FY 2009 and each year thereafter, a complete list of all grievances filed against HUD under a collective bargaining agreement, Unfair Labor Practice Charges, and EEO complaints, with a brief description of the issue (i.e., hostile work environment, performance rating, discrimination based on race, etc.); the date the grievance/ULP/EEO complaint was filed, and the date and level of resolution (or the current level and identification as an open and unresolved issue, as appropriate).

## **2. Establishing the HUD Labor-Management Forum**

The Department of Housing and Urban Development has a longstanding Labor/Management Relations committee (LMR) that is designed to promote and facilitate understanding, and constructive and cooperative relationships between Union and Management. By contractual agreement, the parties meet at the local level upon request, at the regional level annually, and at the national level twice per calendar year. The National Labor-Management Forum that follows will adapt and/or expand on the current LMR to increase the participation of union officials and Senior Level management staff. The three structural components designed to carry out its purposes are: 1.) the National HUD Labor-Management Forum, 2.) the Regional Office Labor-Management Forum, and 3.) the Operational Liaisons.

### **The National Forum will be adapted from the existing Labor-Management Relations (LMR), adding an additional two days of labor/management collaboration consisting of:**

- a) The Deputy Secretary and AFGE Council President as co-chairpersons;
- b) The Officers and Regional Vice Presidents of the AFGE HUD Council;
- c) The CHCO and Principal Staff;
- d) Assistant Secretaries or their designated GDAS;
- e) Upon mutual consent, such other persons as may be helpful in the discussion and resolution of issues before the National HUD Forum;
- f) The HUD National Forum will meet in plenary session in Washington DC, for the first two days in May and HUD shall pay travel and per diem as needed for participation by union representatives from the field;
- g) The HUD National Forum will sponsor an additional two day meeting the same week in May, that shall be comprised of: AFGE Regional Vice-Presidents, Local AFGE Presidents, and Labor and Employee Relations professionals as determined by the Director of LERD; and
- h) The agenda for the plenary session will be determined by the co-chairpersons.

### **The Regional Labor Management Forum adapted from the LMR shall consist of:**

- a) The OCHCO and AFGE Council President as co-chairs;
- b) The Officers and Regional Vice Presidents of the AFGE HUD Council;
- c) Field Management representatives, such as Regional Directors, Field Labor Relations Specialists or Program Directors, to be appointed by the OCHCO;
- d) By mutual consent, other persons who may be helpful in the discussion and resolution of issues before the National HUD Forum;
- e) These will be Regional Forums and two designated representatives from Union and Management will meet in Washington DC, for two days in October and HUD shall pay travel and per diem as needed for participation by management and union representatives from the field; and
- f) The agenda for the meeting will be determined by the co-chairs.

## **Operational Liaisons**

- a) To ensure effective and timely communication regarding program labor-management matters, the parties shall establish relationships at the operational level that shall work collegially to keep both parties informed in a timely manner, with the intent of heading off conflicts and seeking early resolution.
- b) Issues raised at the operational level will be addressed independently of the National HUD Forum, and results will be reported during the plenary session of the National HUD Forum. Either party may request a meeting and propose agenda items. These include workplace matters and changes in working conditions that are pre-decisional in nature. Management may, but is not required to, issue the equivalent of an Article 5 notice for the purpose of discussions.

## **3. Metrics to Monitor Improvement**

- a) The Co-Chairs shall develop metrics to monitor improvements in areas such as conflict resolution, employee satisfaction regarding the employment dispute resolution process, any reduction in the number of disciplinary actions, labor-management satisfaction, productivity gains, cost savings, and other areas as they may determine relevant.
- b) The Co-Chairs shall confer with HUD's Office of Policy Development and Research (PD&R) in the creation of a survey to measure employee, management and union representative satisfaction relative to labor-management and employee relations.
- c) The survey shall be piloted within a single division, and modified as necessary to improve accuracy and usefulness of the information collected. The survey shall be sent to employees, managers and union representatives within the AFGE bargaining unit no later than 180 days after the National Council approves this Agreement, and again thereafter annually.
- d) The Co-Chairs shall seek the assistance of PD&R in the collection, review, and reporting of the results to the National Forum. The Co-Chairs shall explore collection of this information at the office and division level, and distribution to the appropriate Forum and/or Operational level.

## **4. Resources for the LMF**

- a) Under the terms of its existing National Agreement with AFGE, the Department has shown a strong commitment to establishing and maintaining effective labor-management collaboration through the use of the LMR. The funds devoted to the current collaborative efforts such as: bi-annual National LMR meetings and annual Regional meetings; plus any additional savings realized through collaborative efforts to reduce costs by lowering the number of grievances and arbitrations; disciplinary actions, ULP's; and litigation shall be utilized to support the LMF.

- b) In addition, to ensure appropriate personnel are able to attend the forums at any organizational level, any travel and meeting time will be considered duty time for these purposes.

## **5. Pilot Programs**

The HUD National Labor-Management Forum shall strongly encourage agency participation in pilot programs at both the national and local level. Among the programs to be considered are:

- a) Improved use of human capital through cross-training and inter-cylinder transfer of employees, to better serve the changing needs of the agency and encourage succession planning;
- b) A comprehensive fitness program that addresses the health and welfare of HUD employees; and
- c) A telework program that meets the President's green agenda of reducing office space; promoting energy conservation; reducing automobile emissions; and providing employees with an environment that allows for increased productivity.

In addition to the collaborative efforts detailed above, HUD management, in consultation with AFGE National Council 222, shall:

- a) Identify and pursue joint training opportunities for managers and union representatives in areas such as: non-adversarial conflict resolution techniques, team building and other relevant labor relations training opportunities. All such training shall be considered HUD training for the purposes of official time;
- b) Openly share information and new initiatives at the pre-decisional stage;
- c) Promote non-adversarial conflict resolution techniques at all organizational levels; and
- d) Provide continuous feedback to the highest levels regarding organizational health, performance, and to recommend, as needed, changes to serve the interests of the Department's employees and the accomplishment of its mission.

For HUD Management:

**George H Corsoro**

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