



U.S. Agency for International Development
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MEMORANDUM TO THE NATIONAL COUNCIL ON FEDERAL LABOR-MANAGEMENT

FROM: Deborah Kennedy-Iraheta, Deputy Assistant Administrator for Human Resources

SUBJECT: Agency Plan to Implement Executive Order 13522, "Creating Labor-Management Forums to Improve Delivery of Government Services"

BACKGROUND: This plan has been developed by the U.S. Agency for International Development (USAID) in consultation with Local 1534 of the American Federation of Government Employees, AFL-CIO (AFGE), and the American Foreign Service Association (AFSA) as required by Section 3 (b) of Executive Order 13522, Creating Labor-Management Forums to Improve Delivery of Government Services. USAID is a small agency comprised of Civil Service employees, Foreign Service Officers, Foreign Service Nationals, USFSC and other institutional contractors. Within the scope of this agreement, AFGE represents approximately 1,200 employees and AFSA represents approximately 1,600 employees.

(1) **USAID has established a labor-management forum (LMF), and defers participation in pilot projects described in section 4 of the Executive Order.** The parties have established a Labor-Management Forum tailored to our unique organizational needs. The LMF is comprised of the following permanent members: USAID Administrator (or designee), Deputy Assistant Administrator for Human Resources, and Chief of Labor and Employee Relations: American Foreign Service Association - Vice President for USAID; a USAID employee member of the AFSA Governing Board, and a third representative, and; American Federation of Government Employees - 15th Vice President, Local 1534, A USAID employee member of the AFGE 1534 Executive Board and a third representative.

(2) **Conducting a baseline assessment of labor-management relations in the Agency.** Over the last few years, the Agency, AFGE and AFSA have developed a constructive and cooperative relationship that seeks to reduce administrative litigation. Accordingly, the parties have agreed to continue to monitor these indicators for any significant change from the current levels with increases indicating a need to reassess the situation and discuss corrective action. Additionally, the parties will periodically review the status of the Agency's process for ensuring that the Unions are involved in the pre-decisional stage in Agency initiatives affecting the workplace to determine whether adjustments in that process are necessary.

(3) **Development of metrics to monitor progress in key areas such as labor-management satisfaction, productivity gains, cost savings.** The parties have agreed to work together, with the participation of the Agency's Strategic Management staff to establish appropriate metrics to measure the success of the labor-management forums initiative. They have agreed to examine, as a minimum, use of Office of Personnel Management employee questionnaire feedback, USAID Administrator's Survey, AFSA Member Surveys and Studies, develop supplemental questionnaires (if needed) and use of USAID organizational assessments and performance and accountability reports as possible sources of metrics for assessing initiative.

(4) **Devotion of Agency Resources.** In view of the small size of the Agency the parties expect that the commitment of resources necessary to continue and enhance collaborative labor-management relations should be relatively small. To the extent that additional agency resources are necessary the necessary funds should be available from Agency operating funds.