



XIII. MAJOR THEMES

A. Timeliness

Timeliness issues have been pointed out throughout this report. Many written comments have addressed this topic. It is clear that for some programs, timeliness is a serious problem, based on percent of individuals' agreement or disagreement to items in the survey. For others, it does not appear to be an issue. These timeliness issues should be explored. It may be that cycle time can be reduced. However, it may mean that better communication as to the time line involved in decisions should be provided to all participants at the beginning of the process and throughout. See Table 57.

B. Resolving Disputes

The survey shows mixed results towards the goal of FLRA to resolve disputes between the parties. The majority of the questions show that the respondents thought that FLRA made strides to help the parties resolve their disputes. For example, 63% of the respondents agreed with the statement, "the settlement(s) provided a practical solution." However, when asked to indicate whether the disputes had been resolved, the parties had difficulty deciding whether the disputes had actually been resolved. For example, only 29% agreed with the statement, "the Authority decision resolved the dispute between the parties." See Table 58.

C. Improving Labor Management Relations

Two questions are shown here relating to the Office of General Counsel Procedures. These data are low.

D. Fairness of Decisions

The results of the questions on fairness and lack of bias are mixed. These results are difficult to understand, except that the more negative questions have a very high percent of respondents who marked, "neither agree nor disagree," indicating the respondents lack of knowledge of the results. See Table 59.



TABLE 57
TIMELINESS QUESTIONS IN THE SURVEY

Survey Item	Number of Respondents	Agree/ Strongly Agree	Neither Agree nor Disagree	Disagree/ Strongly Disagree
Authority Decisions are timely (E5f)	1,273	27%	34%	39%
Unfair Labor Practice Charges Program				
Investigation was conducted in a timely manner (A5b)	973	38%	18%	44%
Trial convened in a timely manner after Regional Director issued a complaint (A13c3)	370	44%	24%	32%
Administrative Law Judge's decision issued in a timely manner (A19a)	228	57%	11%	32%
Authority decision issued in a timely manner (A21a5)	204	40%	13%	47%
Representation Petitions Program				
Regional Office processed petition in a timely manner (B2e)	159	61%	9%	30%
Representation election was scheduled in a timely manner (B4c)	106	83%	6%	11%
Hearing conducted by Regional Office was conducted in a timely manner (B5c)	54	74%	9%	17%
Decisions and Orders issued by Regional Director were done in a timely manner (B7a)	149	54%	13%	33%
Authority decisions issued in a timely manner (B10a5)	62	47%	18%	35%



TABLE 57 Continued
TIMELINESS QUESTIONS IN THE SURVEY

Survey Item	<u>Number of Respondents</u>	<u>Agree/ Strongly Agree</u>	<u>Neither Agree nor Disagree</u>	<u>Disagree/ Strongly Disagree</u>
Negotiability Appeals Program				
Authority decisions issued in a timely manner (C6a5)	35	23%	14%	63%
Exceptions to Arbitration Awards Program				
Authority decisions issued in a timely manner (D5a5)	95	29%	12%	59%



TABLE 58
RESOLVING DISPUTES IN THE SURVEY

Survey Item	Number of Respondents	Agree/Strongly Agree	Neither Agree nor Disagree	Disagree/Strongly Disagree
As a result of the FLRA’s alternative dispute resolution services the parties have developed a more cooperative relationship (for example, entered into a partnership agreement). (F3.1)	454	34%	27%	39%
As a result of the FLRA’s alternative dispute resolution services the parties are working together to resolve disputes. (F3.2)	461	38%	24%	38%
Unfair Labor Practice Charges Program				
The settlement(s) resolved the underlying dispute(s). (A7d1)	639	53%	15%	32%
The settlement(s) provided a practical solution. (A7d3)	639	63%	19%	18%
The settlement(s) provided a meaningful remedy. (A7d4)	628	45%	27%	28%
The settlement(s) improved the relationship between labor and management (A7d5)	613	20%	29%	51%
The Regional Office contributed to improving the parties’ relationship and communication. (A8c)	630	26%	31%	43%
The Regional Office placed the appropriate amount of emphasis on resolving disputes before investigating cases. (A8d)	622	51%	22%	27%
The judge’s decision addressed and resolved the issues raised by the parties. (A19b)	228	59%	9%	32%
The Authority decision resolved the dispute between the parties. (A21a7)	203	29%	20%	51%



TABLE 58 Continued
RESOLVING DISPUTES IN THE SURVEY

Survey Item	Number of Respondents	Agree/ Strongly Agree	Neither Agree nor Disagree	Disagree/ Strongly Disagree
Representation Petitions Program				
The Regional Office outlined the information necessary to resolve the underlying issues. (B2c)	159	67%	16%	17%
Decisions and Orders addressed and resolved the issues raised by the petition. (B7b)	142	76%	8%	16%
The Authority decision resolved the dispute between the parties. (B10a7)	62	55%	27%	18%
Negotiability Appeals Program				
The facilitator helped generate realistic options for resolving the dispute. (C4c4b)	9	11%	67%	22%
The Authority decision resolved the dispute between the parties. (C6a7)	36	39%	11%	50%
Exceptions to Arbitration Awards Program				
The Authority decision resolved the dispute between the parties. (D5a7)	89	44%	13%	43%



TABLE 59
FAIRNESS (NO BIAS) OF DECISIONS IN THE SURVEY

Survey Item	Number of Respondents	Agree/ Strongly Agree	Neither Agree nor Disagree	Disagree/ Strongly Disagree
Authority Decisions issued in 1996 and/or 1997 are unbiased. (E5g)	1,288	36%	35%	29%
Unfair Labor Practice Charges Program				
The agent treated me fairly. (A6a)	984	64%	17%	19%
The agent gave no indication of favoring one party's position over another's. (A6e)	981	54%	16%	30%
The settlement judge treated me fairly and courteously during the settlement process. (A16b2)	85	86%	8%	6%
The settlement judge conducted the hearing in a fair and impartial manner. (A18.3)	142	68%	13%	19%
Representation Petitions Program				
The agent treatment me fairly. (B3b)	160	81%	11%	8%
The agent gave no indication of favoring one party's position over another. (B3e)	161	71%	14%	15%
The election was conducted in a fair and impartial manner. (B4d)	106	84%	10%	6%
The hearing officer was fair and impartial. (B5h)	44	71%	22%	7%
Negotiability Appeals Program				
The Authority employee gave no indication of favoring one party's position over another's. (C3d)	20	70%	20%	10%
The facilitator was neutral. (C4c4a)	9	45%	33%	22%



TABLE 59 Continued
FAIRNESS OF DECISIONS IN THE SURVEY

Survey Item	<u>Number of Respondents</u>	<u>Agree/ Strongly Agree</u>	<u>Neither Agree nor Disagree</u>	<u>Disagree/ Strongly Disagree</u>
Exceptions to Arbitration Awards Program				
The Authority employee gave no indication of favoring one party's position over another's. (D3d)	14	86%	7%	7%