

## ARPEC Special Meeting Minutes

<i>Date</i>	28 February 2006, 1400-1630
<i>Location</i>	HRO Classroom
<i>Members (in attendance)</i>	BG Kambic, Mr. Tanner, COL Faber, Mr. Shafer, COL Ashenhurst, COL Hall, COL Tack, LTC Wirth, Mr. Brill, Mr. Byington, Mr. Schmitt
<i>Advisors (in attendance)</i>	Mr Boling, 1 <sup>st</sup> Lt Roche
<i>Guests (in attendance)</i>	LTC Driesbach, Mr. Cook, COL Wyckoff

### Agenda

This meeting was called by the co-chairs as a special session to address the following problem statement and identify a corrective course of action. Problem Statement: "There is a labor-management disconnect regarding how and why the Aviation Facilities were excluded from the temporary work schedule adjustments in connection with the ARNG crisis energy conservation initiatives." Management and labor representatives from the two AASF locations were invited to attend the Executive Committee to identify issues and concerns regarding the exemption of the Aviation Facilities from the temporary work schedules. The meeting was scheduled for an initial open discussion of background information regarding implementation of the temporary work schedule at other facilities and the exclusion of the AASF locations. Following the open discussion, guests were to be excused and the Executive Committee would define the issue(s) and follow the interest based problem-solving process.

### Discussion Background

The following items were identified in the discussion:

- Monday, 19 DEC – Budget crisis identified due to large utility cost increases well beyond budget projections and beyond ability to absorb in program offsets
- Tuesday, 20 DEC – BG Kambic issued a call to action in e-mail which called for a temporary adjustment to work schedules to accommodate a four-day workweek to shut-down facilities and conserve utilities.
- Wednesday, 21 DEC – Meeting called with Battalion Administrative Officers and DOL/SMO staff, along with Labor President, to address crisis action initiatives to include ten-hour days/four-day weeks for a four month period as a temporary crisis response. Meeting established a requirement for all facilities outside Beightler to address implementation of the temporary work schedule to begin on 23 JAN 06. The delay would provide opportunity to brief the workforce, address individual or location issues. Problems with implementation would be resolved at the local level as much as possible.

- Friday, 23 DEC – Surface Maintenance Shop Chief’s meeting to explain rationale and charge with local plan development. Chief’s urged to work with labor representatives to resolve problem issues.
- Wednesday, 4 JAN – General communication to Federal & State workforce identifying the nature of emergency driving the temporary work schedule change, requesting employee cooperation and outlining the Army’s call to action.
- Undefined time – Aviation & Senior Army Leadership identified issues associated with putting the Aviation Facilities on the temporary four-day work week and decided AASF locations should be excluded from the adjusted work schedule initiative. This was communicated from the Army Command to the AASF command. This action did not include the Labor Leadership in the pre-decisional discussion.
- Army management acknowledged the failure to include Labor into the pre-decisional discussion which resulted in a change of the scope of the temporary work schedule by excluding the Aviation Facilities. Army management acknowledged this was an oversight and an error in ensuring labor-management collaboration of this temporary work plan.
- Because conflicting information was received from management and labor communications regarding the four-day work schedule at AASF #2, several contentious issues emerged. AASF #1 did not have the contentious issues.
- The rationale for excluding the Aviation Facilities was not effectively communicated to the employees at the facilities and a perception existed that management had “arbitrarily” excluded the AASF locations with many employees.
- Aviation management shared information identified to the Army Leadership which resulted in the decision to exclude the Aviation Facilities from the temporary four-day week schedule. The principal points identified included:
  - Aviation was already on a 9 out 10 day work schedule with Facilities closed on alternate Mondays to ensure flight coverage
  - Flying hour execution is highly dependent on access to flights by traditional guardsmen – the elimination of one available fly day each two-weeks would certainly have an adverse impact on executing flying hours.
  - No maintenance or flying one additional day per two-week period would push recovery time of aircraft back following day off and would delay flight availability or compromise safety.
  - The cost-benefit analysis would not support adjusting the schedule to achieve a one additional day closure faced with the level of compromise to the readiness of the aviation program
- The mission impact to Surface Maintenance and Field Readiness Centers was significantly different than the flying-hours driven impact to Aviation.
- Failure to involve Labor into the pre-decisional evaluation of the Aviation program impact coupled with the failure to address labor-management joint communications upon reaching the decision resulted in the problem situation.
- Labor representatives portrayed this failure as a breach of trust.

. Guests were excused and the Executive Committee defined the issues and engaged in an Interest-Based Bargaining session to identify a consensus course of action. The Executive Committee agreed that there was adequate basis to exclude the Aviation Facilities from the temporary four-day work week schedule and it would not serve interests of the organization or employees to re-open the issue with either Aviation Facility. However, the Committee identified a broader issue that required resolution. The issue was stated as: “What steps does the Army Service Partnership Executive Committee need to take to ensure effective Labor-Management communication and build trust?”

The Army Executive Committee agreed upon the following steps to address this issue:

- Joint commitment to the principal: When Labor-Management agreements are made, the terms of these agreements should not be changed without follow-on Labor-Management communication before the change.
- Key communication items regarding changes with impact to the full-time workforce should be communicated by e-mail or phone to ensure all members of the Army Executive Committee are advised.
- Co-chairs should call a Special Session of the Executive Committee when labor-management issues involve statewide application and impact requires varied input analysis.
- AASF#2 labor and management representatives should review the factors leading up to the contentiousness of the situation and attempt to resolve any outstanding issues locally.

For Management

For Labor

MATTHEW L. KAMBIC  
Brigadier General  
Asst Adj Gen for Army

JEFFREY L. TANNER  
President  
AFGE Local 3970

Date:

Prepared by: 1<sup>st</sup> Lt Daniel E. Roche