

**Report on the Federal Mediation and Conciliation Service
Third National Survey**

Executive Summary of Findings

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July 2004

Introduction and Overview

Since its establishment in 1947, the Federal Mediation and Conciliation Service (FMCS) has worked to minimize the impact of labor-management disputes on the free flow of commerce by providing mediation, conciliation, voluntary arbitration, and other services. During this half-century, the institution of collective bargaining has helped build a strong American middle class. Even today, some 35,000 private-sector negotiations take place each year. The share of workers covered by collective bargaining agreements has declined in recent decades, though, and the institution itself has changed. This report summarizes findings on the current state of collective bargaining, labor and management views of FMCS services, and some implications for FMCS.

This report presents data from the third National Survey, which interviewed labor and management “customers” of the FMCS. The survey, done in 2003, was based on a national, random sample of union and management lead negotiators who were involved in collective bargaining in 2001, 2002, or 2003. The two earlier National Surveys were done in 1999 and 1996; these also used a three-year sampling frame. The 2003 survey is the first one that has collected data near the end or in the aftermath of a recession. The results summarized here are expanded upon in the accompanying annotated charts.

With respect to labor-management relations and collective bargaining in the US, we find that:

- Labor-management relationships have become more adversarial than in 1999.
- The difference in views between management and labor respondents has increased on several issues, such as the quality of their relationship, whether and how quickly that relationship is changing, and their support for interest-based bargaining.
- The pace of introduction of workplace innovations through collective bargaining has slowed.
- The number of parties that report engagement in joint labor-management partnerships has declined.
- There continues to be a positive relationship between problem-solving approaches to bargaining and innovative contract language.
- Less contentious relations were found among the public-sector relationships examined (though this sub-sample was limited to the jurisdictions where the FMCS provides services to public-sector negotiators).

These and other results, reported more fully below, suggest further deterioration of American collective bargaining. At the same time, the continued connection between problem-solving oriented approaches to bargaining and innovative contract outcomes and other related findings, suggests that there is still potential for a transformation in US labor-management relations that spans the daily workplace, collective bargaining, and strategic levels.

The respondents’ views of FMCS services highlights important additional findings, including:

- In half of the cases (51 percent) involving mediation, the parties indicated that a strike or lockout would have been likely in the absence of mediation. This suggests that the national strike rate could be as high as 6 percent rather than the current 4 percent

in the absence of FMCS mediation services. Mediation likely spares the economy substantial economic and social costs.

- Knowledge of mediation and related FMCS services is nearly universal.
- While both parties rate their satisfaction with FMCS services very highly, management representatives tend to be less satisfied than labor representatives.
- The parties' ratings of FMCS mediators' knowledge, skills, and trustworthiness are very high, and their ratings of the mediators' knowledge of industry-specific issues have risen.
- Union respondents say FMCS is more important than do their management counterparts, though both agree that FMCS should have a higher public profile.
- Other FMCS services, such as training and arbitration panels, were all rated highly by those who had used them. Most respondents urged the agency to increase public awareness of these and other services.

Research Methods

The first FMCS national survey of labor and management negotiators was done in 1996, per the National Performance Review's mandate that federal agencies gather feedback from their main customers. The University of Massachusetts, Boston's Center for Survey Research (CSR) built a national sample of lead management and union negotiators by drawing from the 30-day contract expiration notices that the FMCS received between 1993 and 1996. The sample was stratified to reflect variations in bargaining-unit size and the use of FMCS services. The CSR's telephone survey ultimately gathered data on 1,557 union and management negotiators.

The second survey, done between July and October 1999, used the same sampling methods and survey techniques. In response to customer requests, the 1999 survey added a small sample of local-government bargaining units in four states (Iowa, Missouri, Illinois, and Ohio) where the FMCS serves them. 2,004 union and management responses were obtained, 400 of which were from local government. The survey response rate was 74 percent in both of the first two surveys.

The third survey spanned 2001 to 2003 and was conducted in the fall and winter of 2003 (extending into January 2004). This survey included public-sector cases and added a sample of federal-government bargaining units under FMCS jurisdiction. The CSR gathered 1,718 responses, including 247 local- and 170 federal-government bargaining units.

Larger bargaining units and users of FMCS services were over-sampled in the private-sector survey design. Therefore these private-sector data were weighted by bargaining unit size and use/nonuse of FMCS mediation services to reflect the characteristics of the population of bargaining units under FMCS jurisdiction. The data for the private-sector sample discussed here and presented in the accompanying charts therefore accurately reflect the range of bargaining relationships covered under the National Labor Relations Act and FMCS jurisdiction. Unless otherwise noted, all numbers herein refer to the private-sector sample.

Trends in Labor Management Relations

As in prior surveys, a set of questions focused on the nature of the collective bargaining

relationships in which FMCS serves its customers. Before turning to the specific questions, it is important to understand the context of collective bargaining today. Between 1999 and 2003 private-sector union membership continued to decline. The recession of 2000-2001, the decline in manufacturing employment, the slow rate of job growth in the recovery that followed the recession, and rising health care costs have combined to create a difficult environment for collective bargaining. At the same time, global and domestic competition have remained strong, keeping the average wage increase in union and non-union establishments around a modest 3 percent per year. The pressures to increase productivity and competitiveness, along with the continued diffusion of new information technologies, have led an increasing number of organizations to implement new forms of work organization to more fully use the knowledge, skills, and motivation of the workforce. All these developments are taking place in a diverse economy. Reflecting this diversity, collective-bargaining relationships range from very cooperative to very adversarial. Finally, despite considerable dissatisfaction with the state of labor law among both unions and employers, the public-policy gridlock in this area continues.

Nature of the Relationships. The survey data reflect the diversity of collective bargaining relationships described above. While about 60 percent of union and 70 percent of management negotiators indicated that their relationships were either cooperative or very cooperative, management and labor representatives' views have continued to diverge. The share of union respondents reporting a very cooperative relationship fell from 35 percent in 1996 to 17 percent in 2003. At the same time, the share of union relationships described as adversarial or very adversarial rose from 23 to 33 percent. Management responses, which have been more positive in prior surveys, were far more stable over the period. The share of very cooperative relationships fell by only three percentage points, and the share of adversarial or very adversarial relationships rose by only two percentage points.

Rates of Change. The survey included a question on whether the labor-management relationship was improving, staying the same, or getting worse, and a question about the rate of change. After a drop to 60 percent in 1999, the share of union respondents reporting that the relationship is not changing rose to 65 percent, comparable to the 1996 level. The share of management respondents reporting the same declined slightly in each round of the survey, from 62 percent in 1996 to 60 percent in 2003.

Combining the data on direction and rate of change gives some disturbing results, both in terms of the differences in the views of labor and management representatives and in the low and slow rates of improvements both parties report in their relationships. Fully 10 percent of union respondents, and almost no management respondents, say that the relationship is getting worse very quickly. Conversely, 7 percent of management and almost no union respondents say the relationship is improving very quickly. As chart ??? shows, this difference in perception holds across categories. Management and labor seem to have very different assessments of where collective bargaining is going.

The 1996 and 1999 data on the rate of change generated considerable discussion in the regional briefings and prompted further analysis of the data. The question of most interest is whether this is a sufficient rate and pace of improvement, given the pace of change in the overall economy and workforce and the pressures that labor and management are experiencing. For FMCS, a more specific question is whether FMCS services are helping the parties to adapt and improve their relationships. Prior analysis suggested that the direction and speed of change were related to the nature of the relationships. Cooperative relationships were more likely to

continue improving and adversarial relationships were getting worse. This will be subject of further study with the 2003 data and a topic at upcoming regional briefings.

Factors Influencing Negotiations. As in 1996 and 1999, the range of factors that influence collective bargaining negotiations remain quite varied, but their rank order remains about the same. The four most influential factors continue to be pressures on fringe benefits, falling real wages, the need for work rule flexibility, and low trust. Domestic competition is still the fifth biggest influence for management respondents, while fear of job losses has edged it out among union respondents. With the exception of work rule flexibility, union respondents continue to report stronger pressures from these factors than their management counterparts. Domestic competition continues to be a bigger source of worry than international competition, and union respondents continue to take the threat of a strike more seriously than management respondents.

The frequency of strikes, lockouts, and job actions continue to decline (about 4 percent of the negotiations had one), and the share of job actions that lasted less than three work weeks has risen. Union respondents reported that the use of replacement workers was threatened in 18 percent of the negotiations, while management reported 10 percent; the actual use of replacement workers was reported in 3 and 2 percent of the negotiations, respectively. While this number does not seem large, it represents between half and three quarters of the actual strikes or lockouts that occurred during these negotiations.

Settlement Rates and Timing. The agreement rate for both renewal and first contracts was above 90 percent. After climbing between 1996 and 1999, in 2003 the contract renewal rate fell to below 1996 levels. First contract agreement rates continued to rise, and indeed surpassed the renewal rate in 2003. This may reflect FMCS efforts to increase the first-contract agreement rate. We caution use of these first-contract numbers, though, since they are considerably higher than the equivalent numbers of agreements reached in first contracts found in the larger FMCS data base. Since the survey only sampled cases closed by the FMCS, it likely overstates the true percentage of first contract negotiations that reached agreement. Thus the correct way to interpret these numbers is that there has been an upward trend in first-contract agreements included in the FMCS closed-case database since 1996.

At the same time, the share of agreements reached more than a month after the contract expiration date has grown to more than half of observed negotiations (union respondents reported 51 percent, management 55 percent). An increasing number of parties are continuing to bargain after the deadline, rather than resorting to strikes or lockouts; this is consistent with the strike/lockout data. In contrast to the 1999 data, in which public-sector negotiations were more likely to run late, in 2003 the private sector was more likely to reach late agreements (63 percent versus 50 percent).

Outcomes. Many outcome trends seen between 1996 and 1999 reversed themselves between 1999 and 2003. Wage concessions and benefit reductions, both of which had fallen, increased. Conversely, wage and benefit hikes, which had been increasing, fell back to 1996 levels. The share of contracts including language on work-rule flexibility decreased, though not back to 1996 levels. The percentage of contracts with new language on job security rose slightly (as in 1999, union respondents are more likely to report language on job security than management respondents). Most of these changes in outcomes are what we might expect, given the different economic context in the two periods.

The above “traditional” negotiation subjects are still being included in collective bargaining settlements more frequently than subjects like changes in workplace practices or compensation structures are. Increased worker input, team-based work systems, profit or gain sharing, or pay-for-knowledge plans are included in fewer than 20 percent, sometimes fewer than 10 percent, of collective bargaining settlements. Profit sharing and pay-for-knowledge plans have continued the expansion seen in 1999 (17 percent of both union and management respondents reported such language), while team-based work systems have continued their decline (8 percent of union respondents and just 2 percent of management respondents mentioned them). Language on increased worker input and joint committees increased between 1996 and 1999, only to fall back to or below their earlier levels in 2003.

Workplace Innovations and Strategic Partnerships. The incidence of innovative work-team organization and strategic labor-management partnerships declined between 1999 and 2003. Eighteen percent of union and management respondents reported follow-on activity involving teams, employee involvement or quality improvements in 2003, compared with 22 percent of union respondents and 28 percent of management respondents in 1999. Strategic partnerships have also become rarer: 28 percent of union and 21 percent of management respondents reported them in 2003, versus 34 and 36 percent, respectively, in 1999. At the same time, the majority of the parties who do try such initiatives rate them as at least moderately successful (management respondents tend to rate such initiatives higher than union respondents do).

The State of Interest-Based Bargaining (IBB)

Awareness and Use. Respondents were asked about the use of “Interest Based Bargaining, also known as win-win, or mutual gains negotiating.” The data on IBB and related processes show further bifurcation of the views of labor and management negotiators. After an initial flush of popularity, its use has tended either to become entrenched and intensified or to be dropped. Familiarity with IBB declined slightly among both union and management respondents between 1999 and 2003. On the other hand, use of IBB among those familiar with it continued to rise: from 57 to 75 percent among union respondents and from 59 to 63 percent among management respondents. However, preference for IBB over traditional bargaining among those who had tried it continued to fall: from 49 to 39 percent among union respondents and from 70 to 65 percent among management respondents. Similar trends prevail in the public sector.

These declines in support for IBB may reflect a more general decline in the perceived effectiveness of both IBB and traditional bargaining processes. While the share of respondents who rate IBB good, very good, or excellent has been falling since 1996, the share who rate traditional bargaining the same has also been falling. Thus, some of the apparent dissatisfaction with IBB probably reflects broader frustration with the state of collective bargaining in the United States.

Use of Specific IBB Practices. The shares of union and management respondents who have had prior training in IBB have not changed much from 1999. Yet the type of training has changed. In 1999, 44 percent of union respondents underwent joint training with management, while 41 percent had separate training. The respective numbers in 2003 are 17 and 81. The shift for management is comparable: from 72 and 26 in 1999 to 20 and 66 in 2003. Given the

way that joint training can increase alignment in favor of the IBB process, we should expect such a dramatic change in training to affect the use of other problem-solving oriented aspects of bargaining.

Both union and management respondents report less use of joint task forces prior to negotiations. The share using joint task forces during negotiations has fallen much further (though admittedly starting from a higher level), on the order of 29 or 30 rather than 6 or 7 percentage points. While the frequency of data sharing has been relatively stable, the use of consensus decision-making has dropped from 80 to 56 percent of union respondents and from 74 to 33 percent of management respondents. Curiously, while about 60 percent of both union and management respondents in 1999 said that they shifted to traditional bargaining as the deadline drew near, 33 percent of union and 68 percent of management respondents said this in 2003. Such disagreement over whether IBB was even being used reinforces the notion that negotiators are using a different mix of IBB and traditional practices in more recent negotiations.

Backlash and Future Use. Coincident with these changes, backlash from constituents over the bargaining process has risen, to about 27 percent of both union and management respondents. This may reflect backlash over traditional or IBB processes. Meanwhile, the adoption of joint initiatives to implement the collective bargaining agreement, the use of IBB during the term of the contract, and stated intent to use IBB in future negotiations have all declined.

Impact of IBB. In 1999, an analysis was conducted examining the impact on key contractual outcomes of three practices associated with IBB – joint training, joint task forces, and the use of brainstorming during bargaining. This analysis was replicated and expanded with the 2003 data. We again find that the use of joint task forces and brainstorming substantially increases the likelihood of contractual outcomes such as new language on work rule flexibility, job security, employee involvement, new pay systems and the establishment of joint committees. The impact is less clear in the case of joint training and the impacts associated with joint task forces and brainstorming are not as large as they were in 1999. These data and others regarding IBB reflect a shift toward more adversarial bargaining; they do not point to simple process adjustments that will ultimately generate a mutually beneficial transformation in U.S. collective bargaining.

Mediation Services in Contract Negotiations

Awareness and Overall Assessments. As in prior surveys, virtually all labor and management negotiators are aware of FMCS. Most have used FMCS services at some point in their careers, though the gap between union and management negotiator's prior experience with FMCS has continued to widen. Ninety-three percent of union respondents and 77 percent of management respondents have a favorable (excellent or very good) view of the FMCS services they received during contract negotiations. Eighty-nine percent of union representatives and 85 percent of management representatives say that FMCS mediation services met or exceeded their expectations. Between 88 and 100 percent of union and management negotiators in both the private and public sectors would use FMCS services again in the future. While these and other responses indicate consistently positive assessments of FMCS services, management assessments tend to be lower than union assessments. Furthermore, many management assessments that had risen between 1996 and 1999 fell again in 2003.

Mediator Attributes. Mediator knowledge, skill, neutrality, understanding of the issues, and trustworthiness were all rated excellent or very good by 85 percent or more of labor and management negotiators. All of these ratings increased slightly between 1999 and 2003 after having fallen somewhat between 1996 and 1999.

In response to requests during the 1996 survey, the 1999 survey gathered data on the mediator's understanding of the industry in which the parties work. Positive ratings for this attribute (89 percent of union, 67 percent of management) were much lower than for the others. The FMCS has since focused on increasing mediators' industry-specific knowledge, and the data suggest this has paid off: in the current survey, 94 percent of union and 80 percent of management respondents gave positive ratings on this attribute.

Effects of Mediation. Overall, about half of the private-sector respondents said that, without FMCS assistance, a strike or lockout would have been likely or very likely, up from a third in 1999. Thirty-seven percent of union and 45 percent of management respondents credit FMCS mediation with leading to an agreement, while another 50 and 28 percent respectively credited mediation with bringing the parties closer together. The comparable numbers from public sector respondents are somewhat higher. In particular, fully 60 percent of public-sector union respondents indicated that arbitration or fact-finding would have been likely or very likely without mediation.

Number of Issues Open. Public-sector respondents report more open issues when mediation began than do their private-sector counterparts. Seventy-eight percent of public-sector management respondents reported four or more open issues, compared to 56 percent of private-sector management respondents. The comparable gap for unions was smaller; however, 31 percent of public-sector union respondents reported more than 10 open issues, compared to 21 percent of private-sector union respondents

Mediator Strategies. Mediators use a variety of strategies or techniques to reach an agreement, depending on the context of and issues in the negotiation. The survey asked the negotiators fourteen questions about the relative emphasis that the mediator put on different techniques. In general, mediators place the most emphasis on gaining the parties' trust and identifying the underlying obstacles to an agreement. Other strategies, such as dealing with constituents or superiors, controlling hostility, saving face, and educating the parties about the negotiating process, were used in about half the negotiations.

Public-sector union respondents tend to report the use of various strategies less than their private-sector counterparts. The reverse holds for management respondents. This suggests that, for whatever reasons, mediators concentrate more on changing the positions of public-sector managers than on public-sector union representatives, relative to the private sector. These differences require further analysis, but they do suggest that negotiation and mediation dynamics are different in the two sectors

Additional FMCS Services

As in prior rounds, the parties were asked about their awareness, use, and evaluation of other FMCS services.

Arbitration. Awareness of the FMCS arbitration services is substantially unchanged since 1999. Eighty-five percent of the parties know about the service, and two-thirds of them have used it. About 60 percent of respondents have also used other arbitration services; of these, roughly a third rate the quality of FMCS arbitration services as better than others. Union respondents are more likely to prefer FMCS arbitration services, and far less likely to prefer other arbitration services, than management respondents are.

Grievance Mediation. Approximately three-fourths of the parties report awareness of the FMCS grievance mediation services. About a third report having used it, up from a fifth in 1999. More than 95 percent of those who have used it rate it as excellent, very good, or good.

IBB and Other Training. Fifty-two percent of union respondents (up from 22 percent) and 40 percent of management respondents (down from 50 percent) report having used some other FMCS training service. IBB remains the most common training mentioned. Over 96 percent of those who use these services rate them as excellent, very good, or good.

Importance and Profile of FMCS

Overall Importance of FMCS. As in past surveys, over 90 percent of union respondents continue to view FMCS as an important public service. Views of the importance of FMCS among management respondents declined to approximately 60 percent, down from over 70 percent in 1999. The same patterns of union and management ratings were given to FMCS's collective bargaining and other services.

FMCS Public Profile. Both management and union respondents were more likely to say that the FMCS's profile is too low. While management respondents are less likely than union respondents to say that FMCS's profile is too low, the gap between union and management perceptions has also shrunk, from 21 to 13 percentage points. This shift may reflect the FMCS's own efforts to sensitize negotiators to the agency's role in collective bargaining. Sensitization may increase the importance that negotiators think the FMCS should have in American collective bargaining, relative to what it has right now.

Summary

The results of the 2003 survey raise several concerns about the future of collective bargaining and labor-management relations. The overall pattern of results shows an increase in the adversarial nature of bargaining relationships; an increase in the gap in management and labor perceptions of key aspects of bargaining, labor-management relationships, and the role of FMCS; and a slowdown in the pace of workplace innovation and the development of labor-management partnerships. At the same time, the features identified in prior surveys that support innovation and change in bargaining relationships (workplace innovations, use of interest based bargaining, and joint interactions on strategic issues) continue to be present in a minority of bargaining relationships. The key question for labor and management professionals and for the FMCS, therefore, is how can these features be utilized more fully and broadly to help the institution of collective bargaining keep up with the changes occurring in the workforce and economy.

Labor and management continue to be highly aware of FMCS services and to rate highly the quality of services provided. Both labor and management representatives would prefer FMCS to have a higher profile in labor management relations and in the country. At the same time management representatives rate the importance of FMCS and its services lower than do labor representatives. Developing a deeper understanding of the reasons for this and other differences in management and labor views documented in throughout this report would appear to be a high priority for FMCS.

At the 2004 National Labor-Management Conference, the Director of FMCS called for an extended national dialogue on the current and future role of collective bargaining in society. The results from this analysis have signaled the need for such dialogue and, we hope, will help enable the process.

Appendix: Supporting Charts

Chart 1: Comparison of Weighted and Unweighted Sample Data

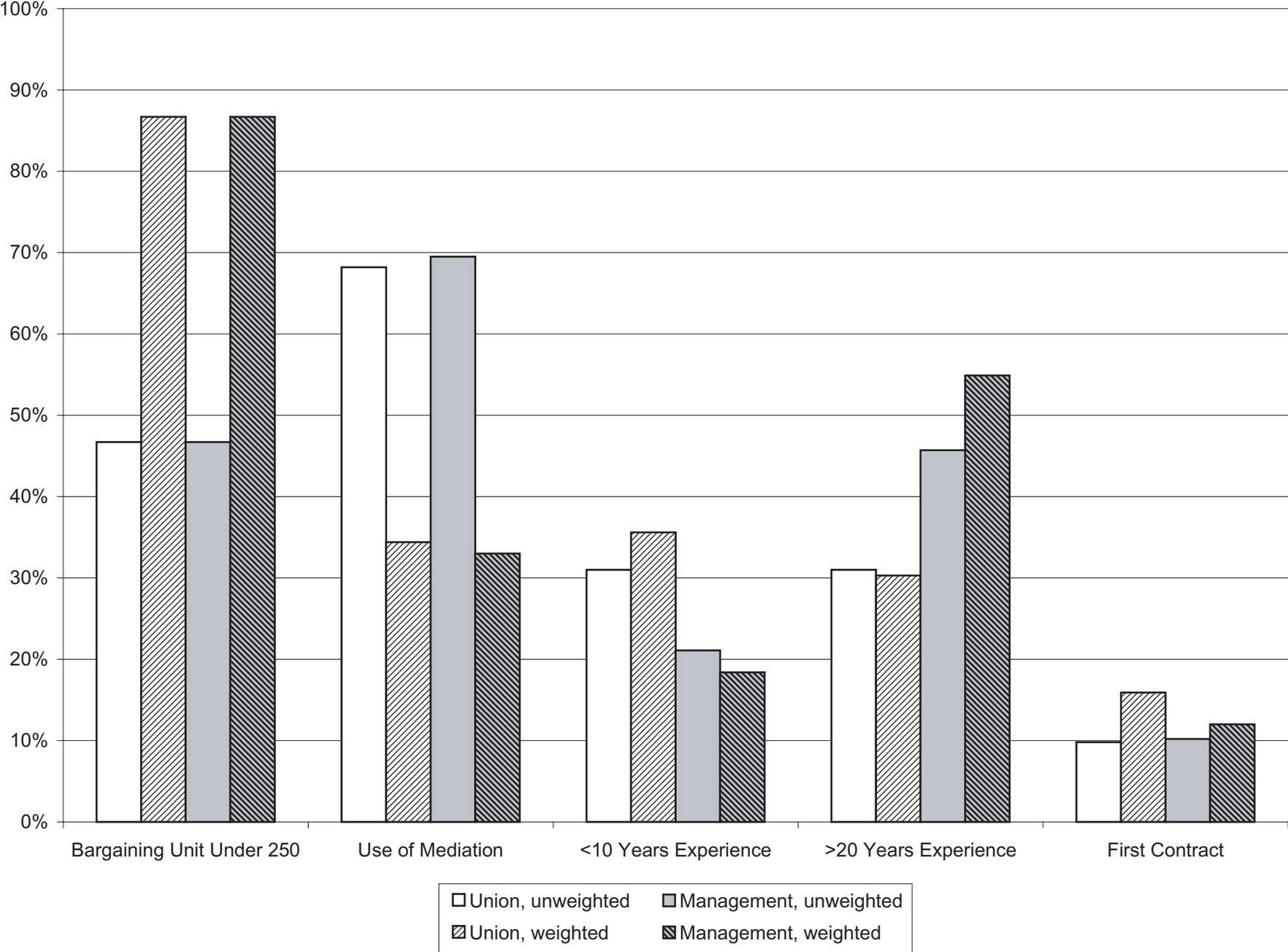


Chart 2: Labor-Management Relations

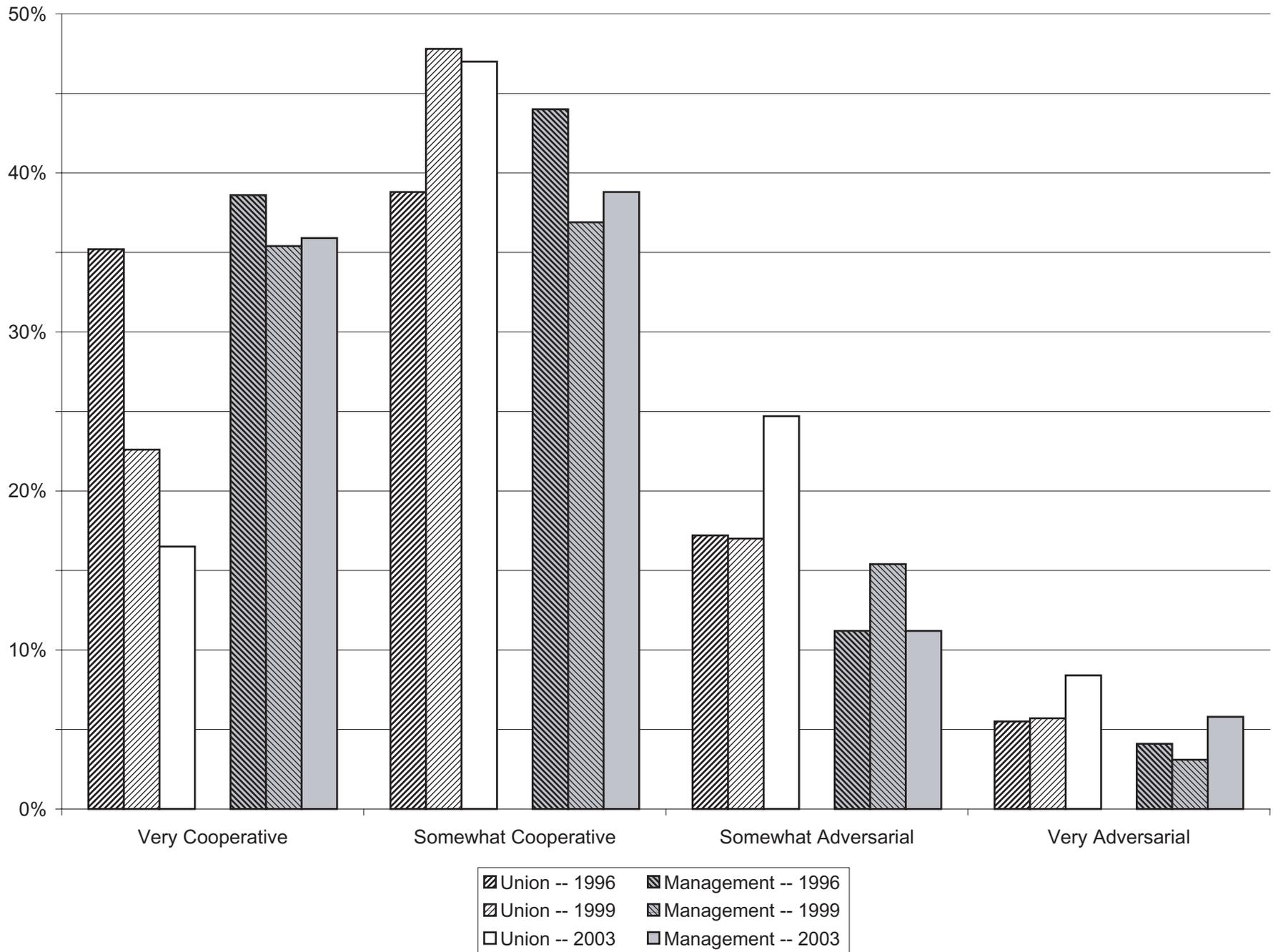


Chart 3: Direction and Rate of Change in Labor-Management Relationship

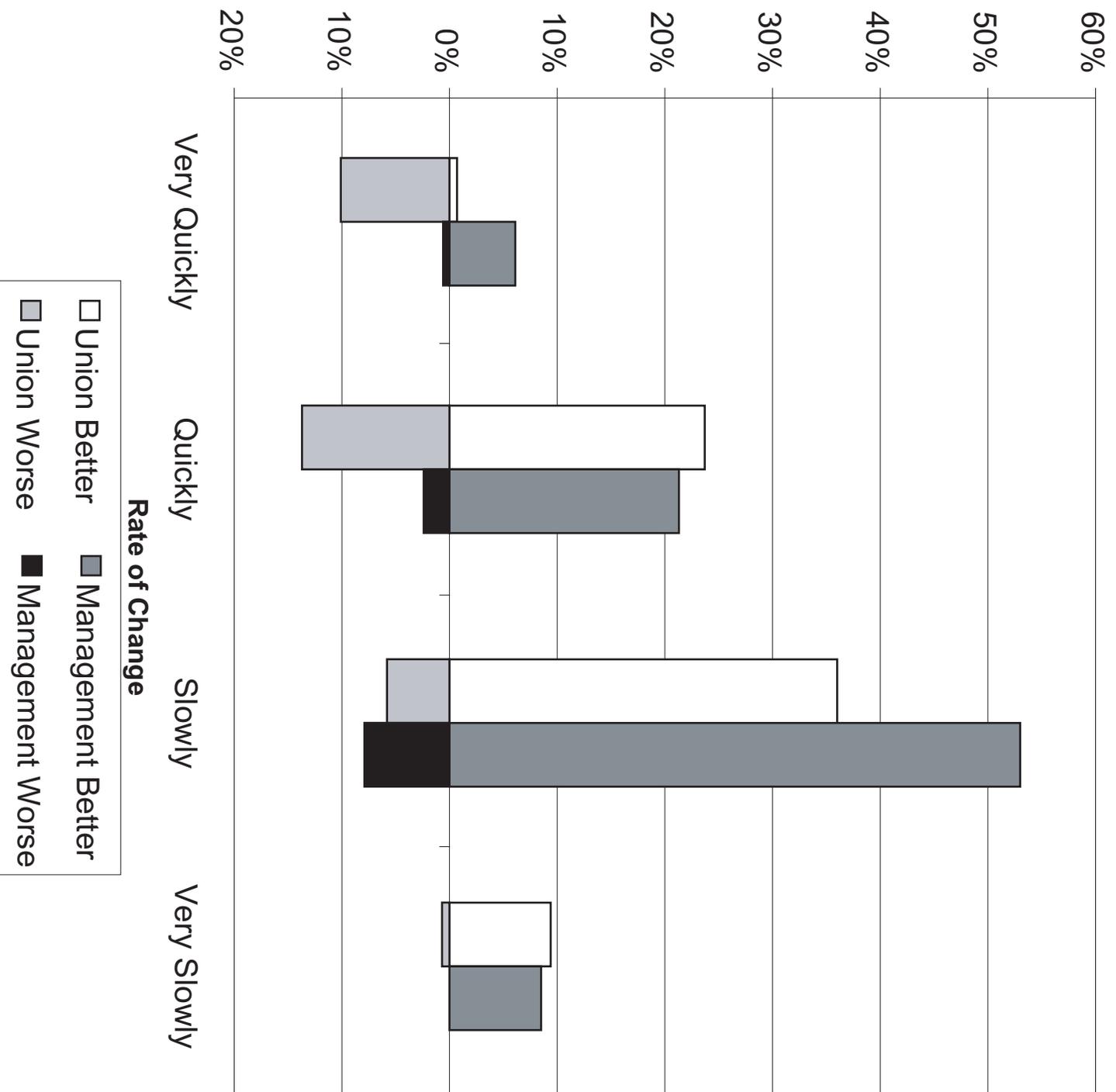


Chart 4: Strikes, Lockouts, Job Actions, and Replacement Workers

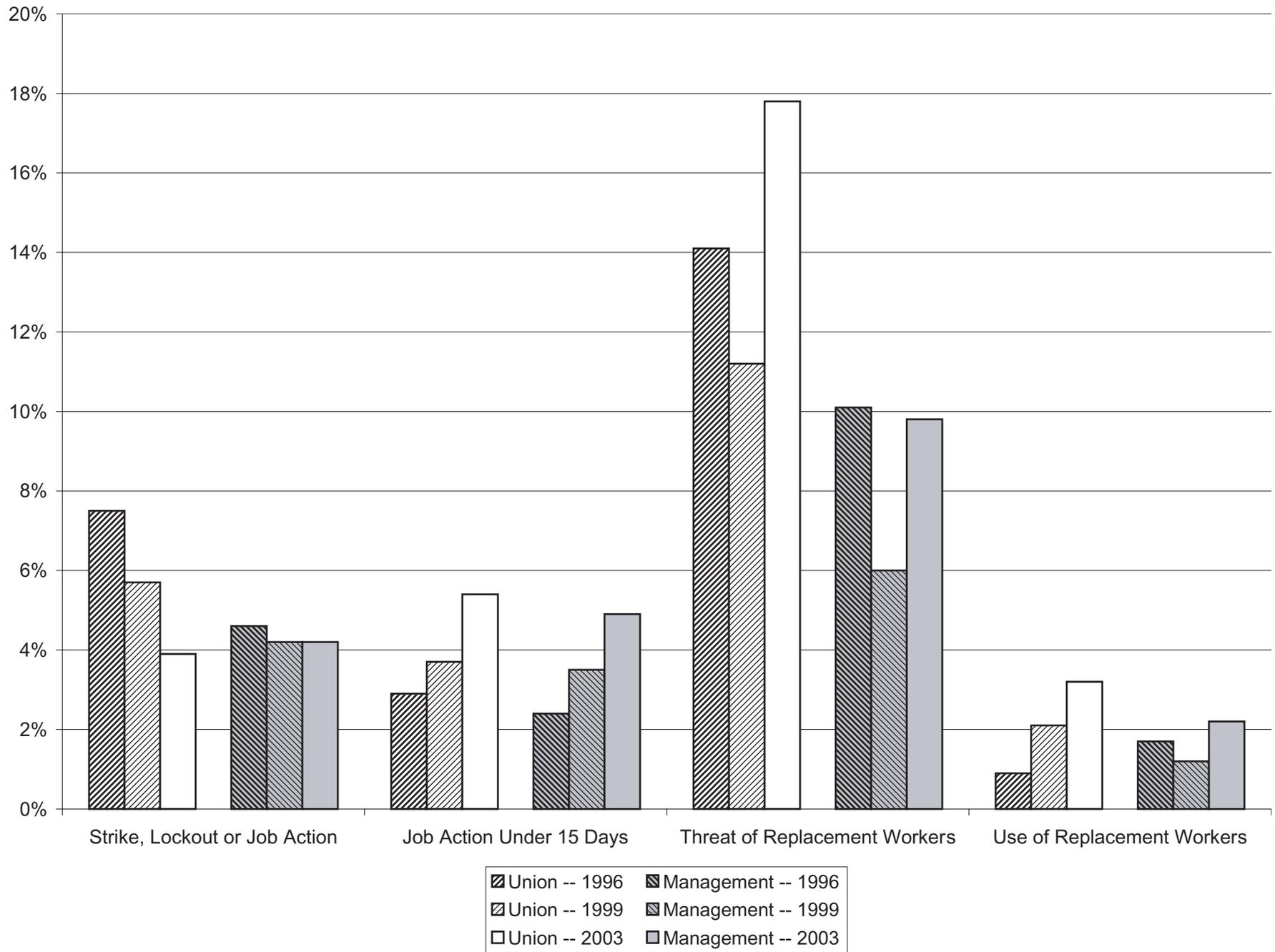


Chart 5: Agreements Reached
(Bars show rate for renewal contracts ; tick-marks show rate for first contracts)

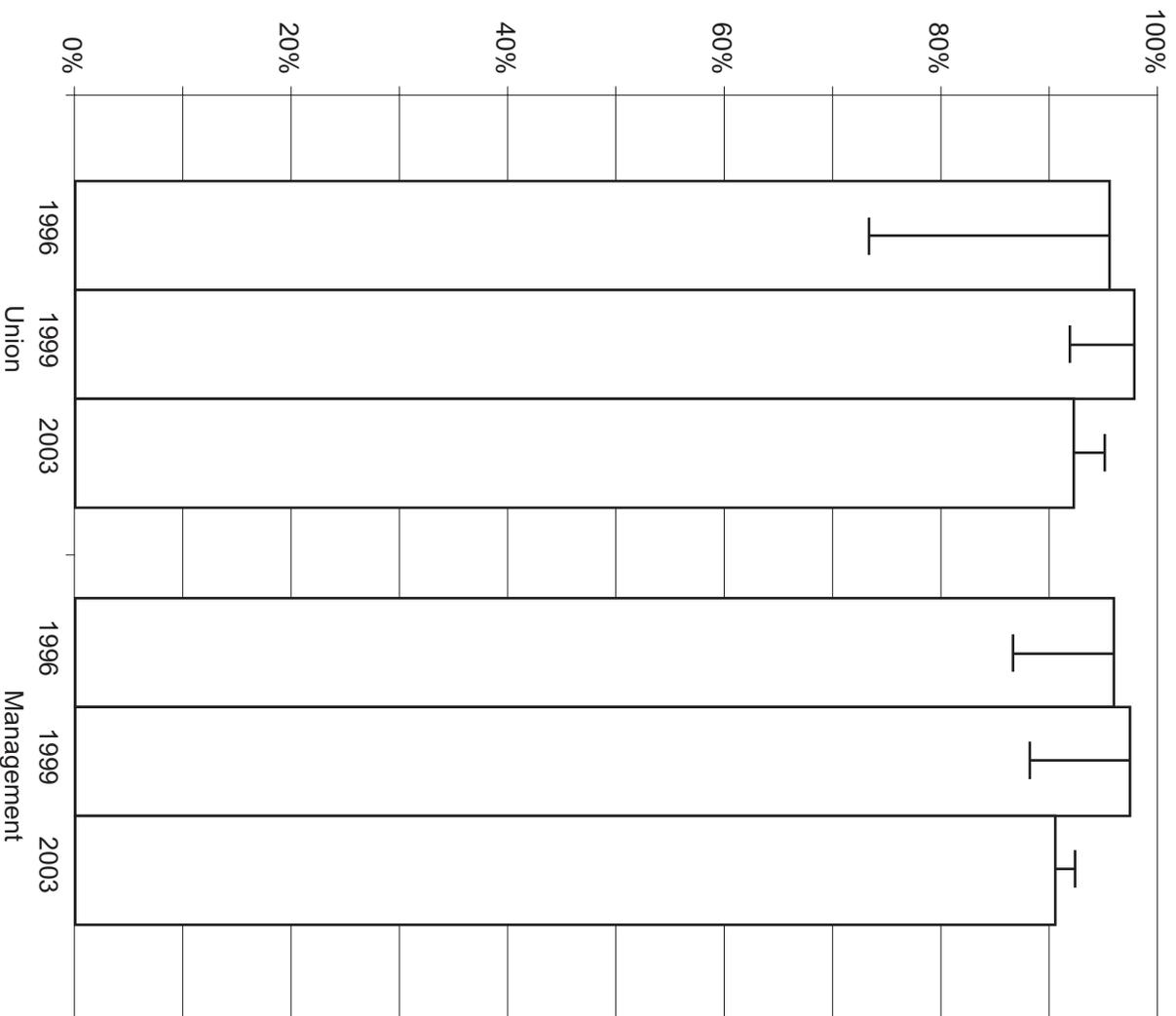
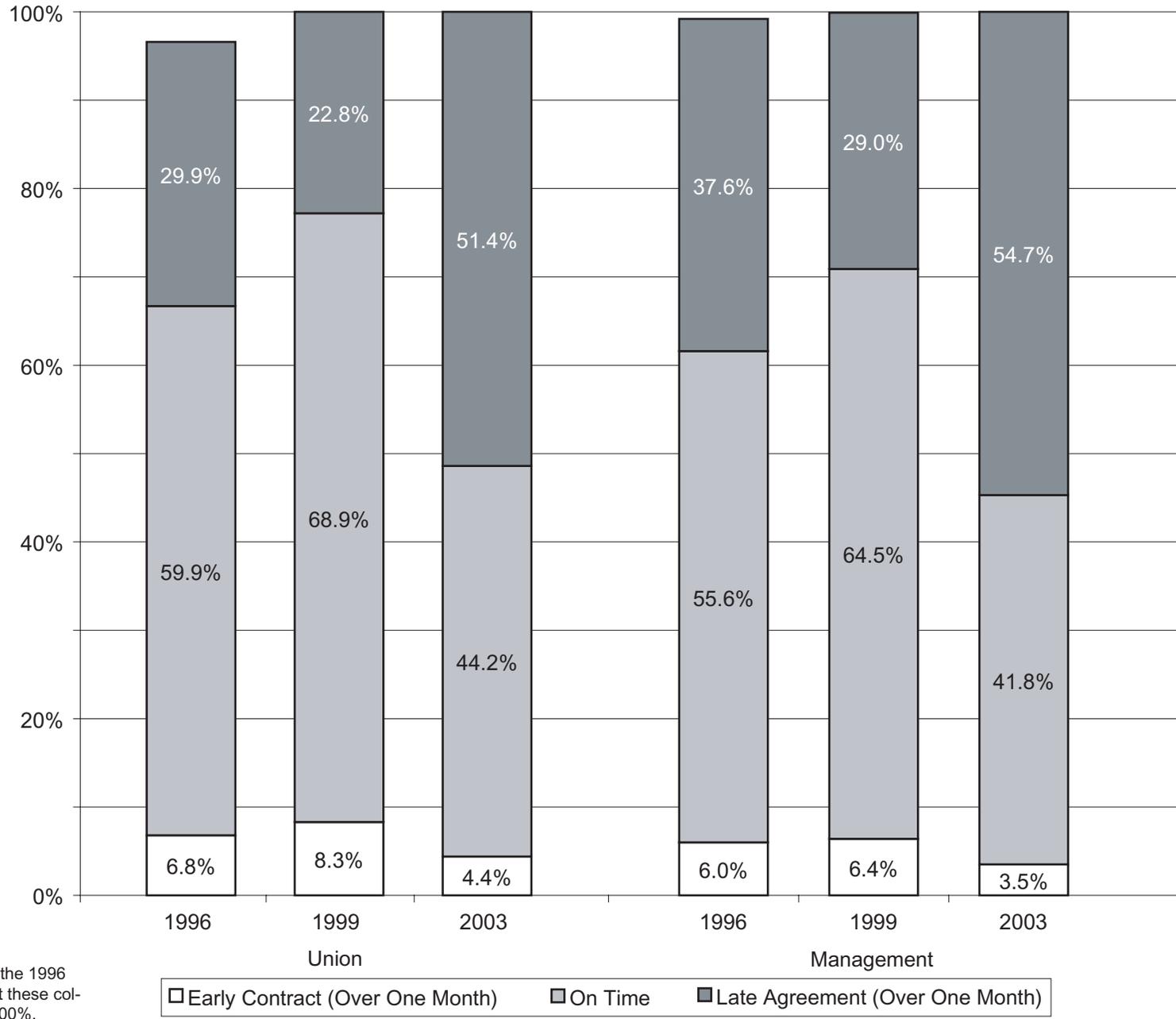
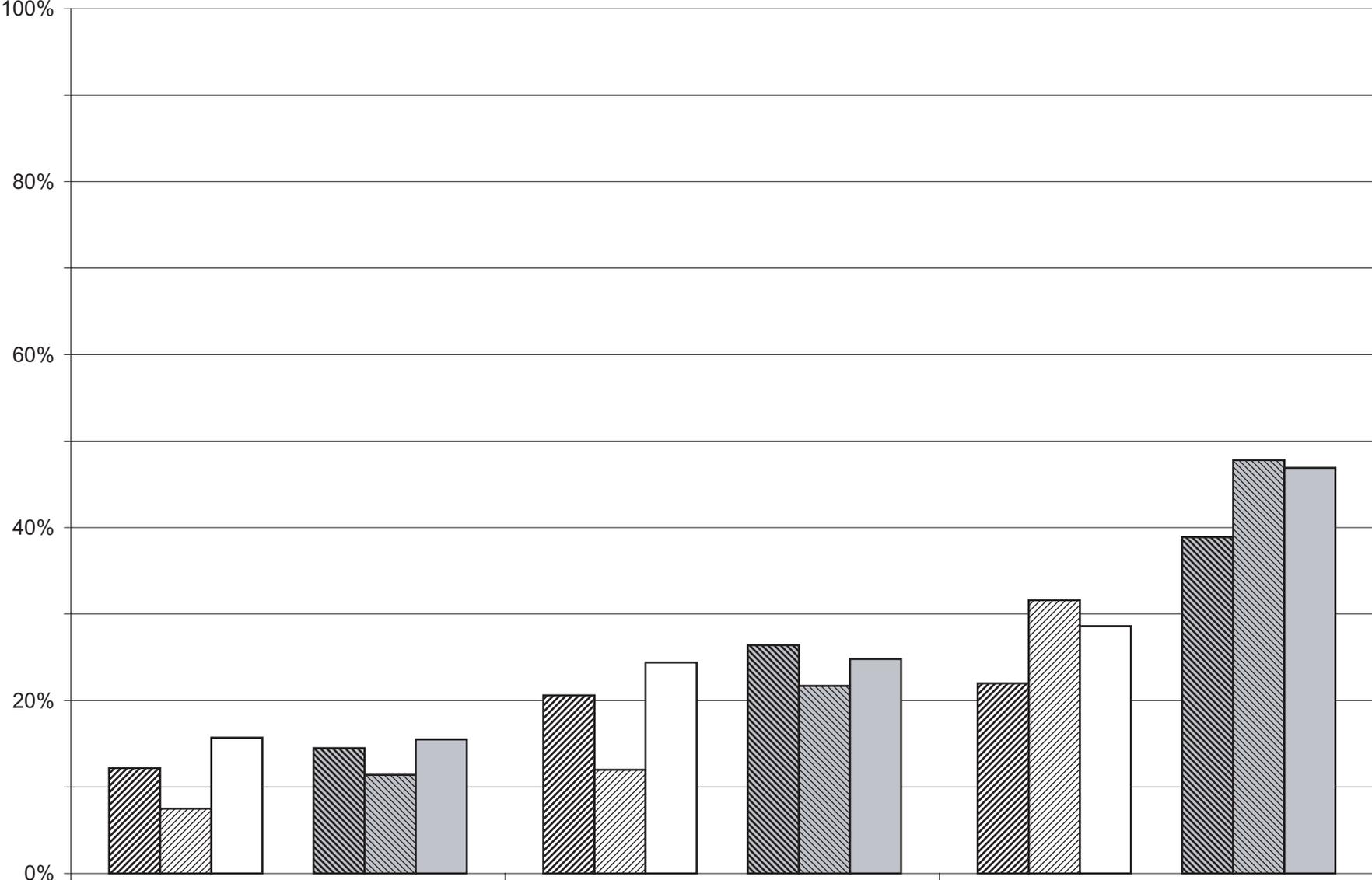


Chart 6: Timing of Agreements



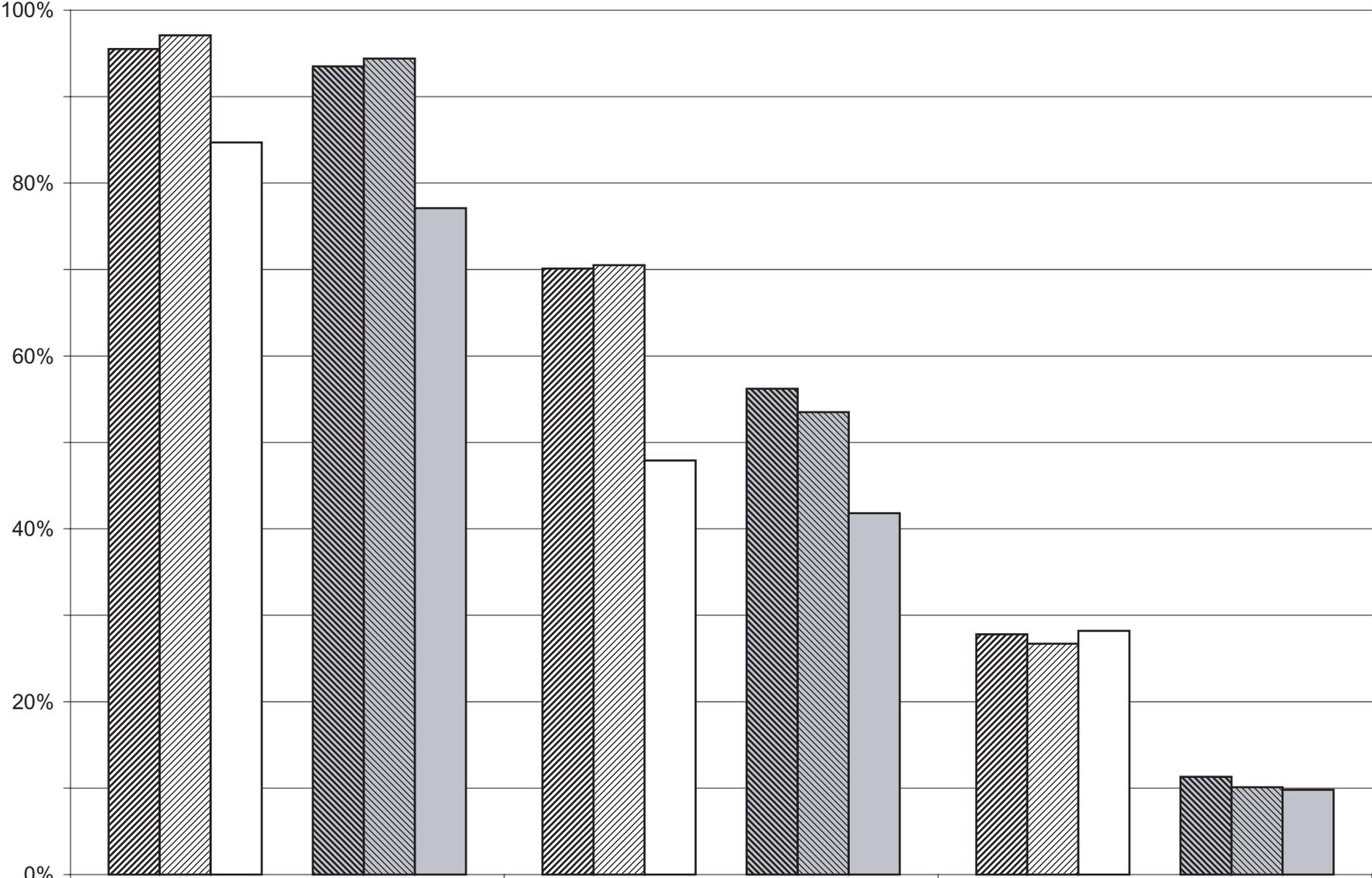
Invalid responses on the 1996 questionnaire prevent these columns from totalling 100%.

Chart 7: Management-Driven Outcomes



Union -- 1996	Management -- 1996
Union -- 1999	Management -- 1999
Union -- 2003	Management -- 2003

Chart 8: Union-Driven Outcomes



Union -- 1996 Management -- 1996
Union -- 1999 Management -- 1999
Union -- 2003 Management -- 2003

Chart 9: Additional Outcomes

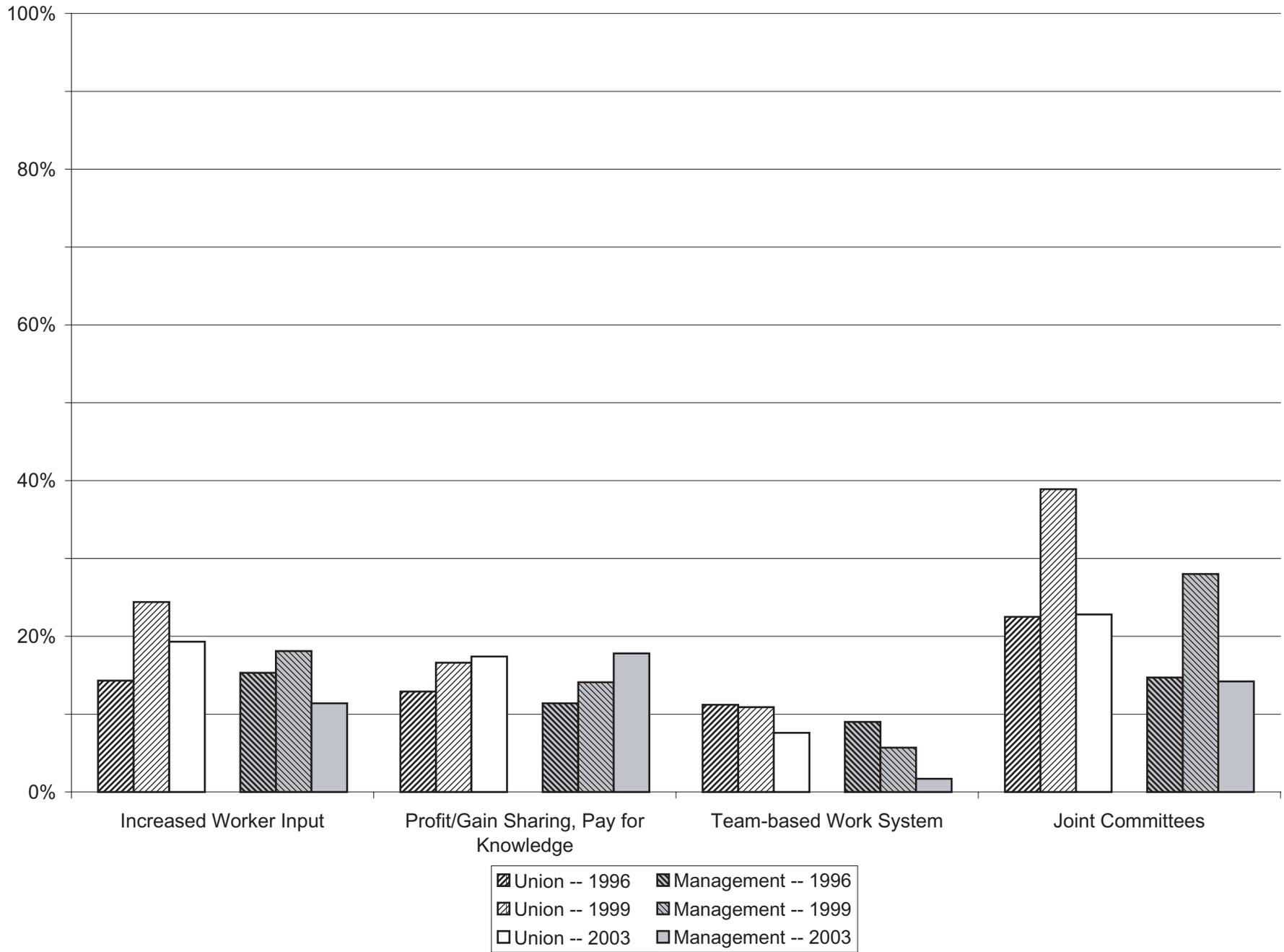
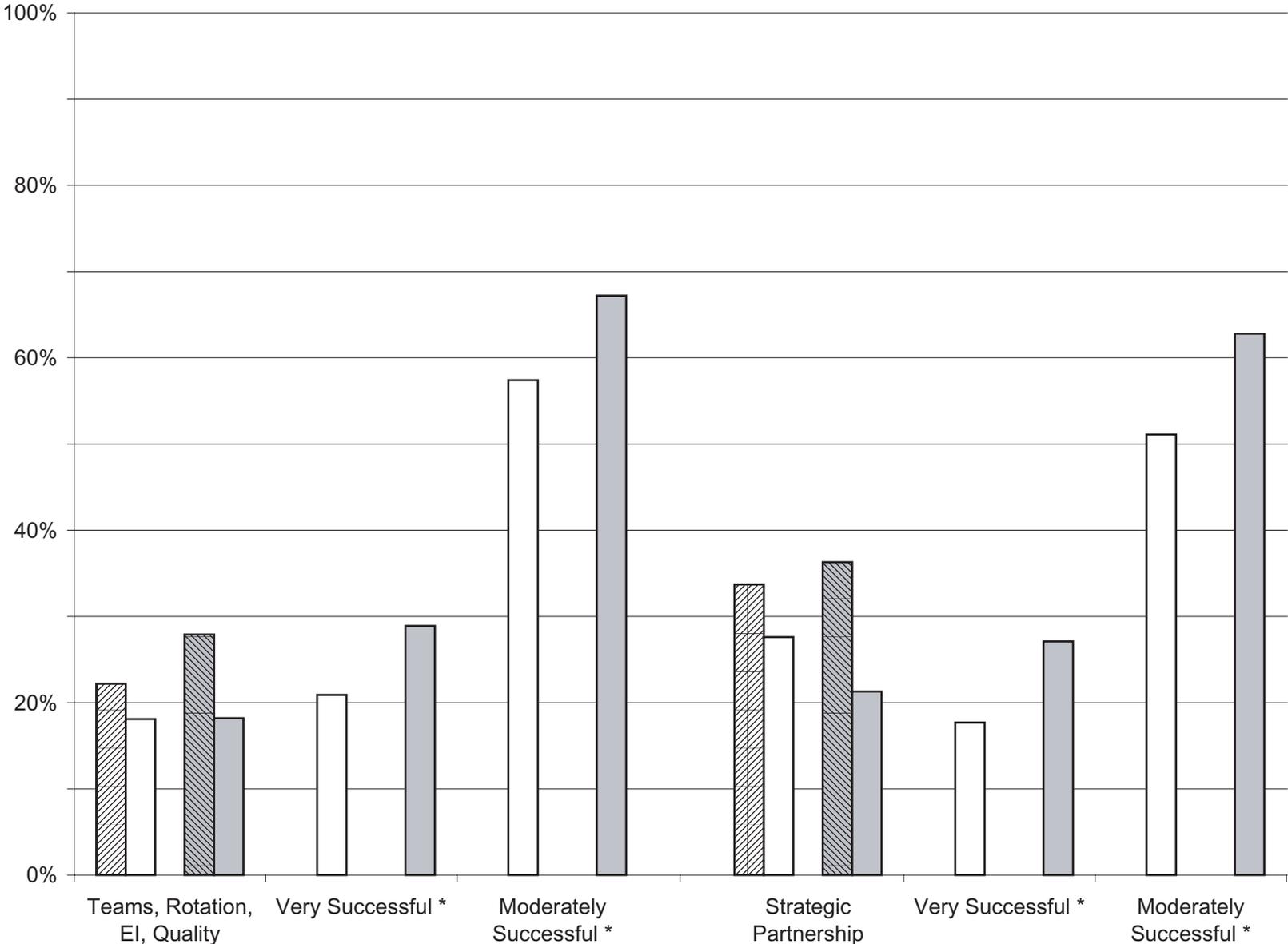


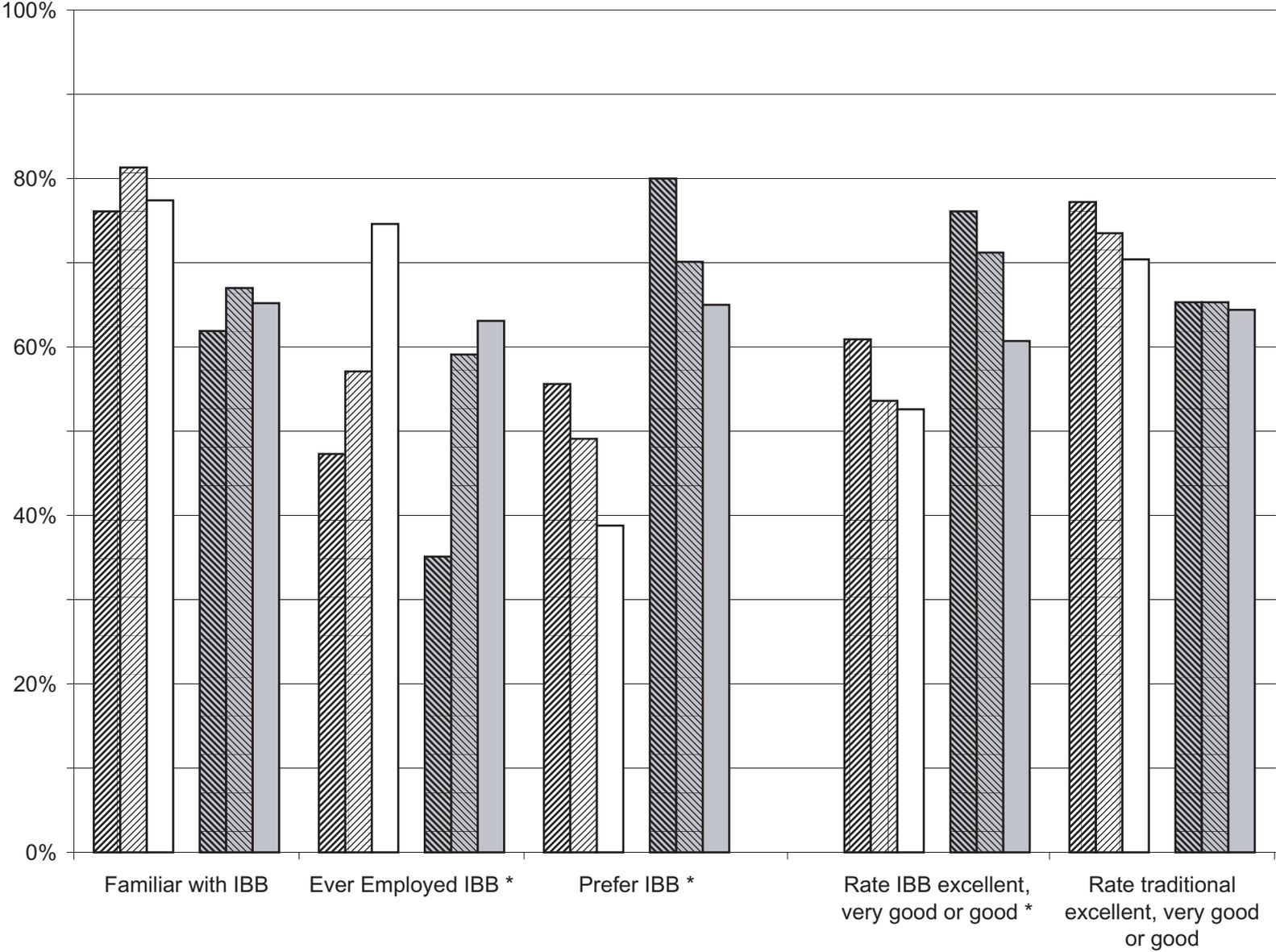
Chart 10: New Initiatives and Strategic Partnerships



* Share of those who had the relevant initiative or partnership

▨ Union -- 1999	▨ Management -- 1999
□ Union -- 2003	▨ Management -- 2003

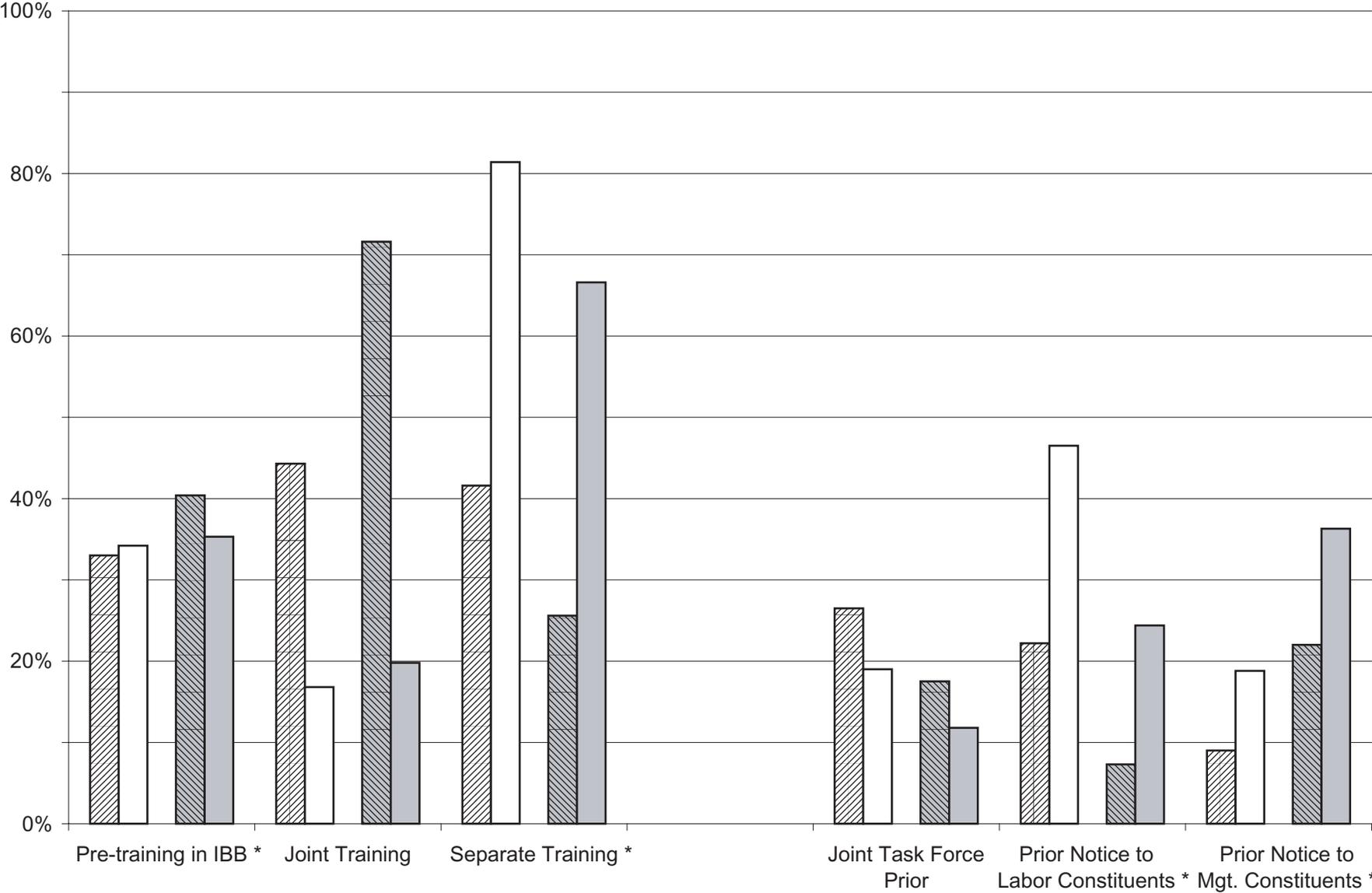
Chart 11: IBB -- Familiarity, Use, and Assessment



Union -- 1996	Management -- 1996
Union -- 1999	Management -- 1999
Union -- 2003	Management -- 2003

* Share of those who said "yes" to the previous question

Chart 12: Pre-Training and other IBB Activities Prior to Bargaining



* Share of those who said "yes" to the previous question

[diagonal lines] Union -- 1999 [cross-hatch] Management -- 1999
 [white] Union -- 2003 [solid grey] Management -- 2003

Chart 13: IBB Activites During Bargaining

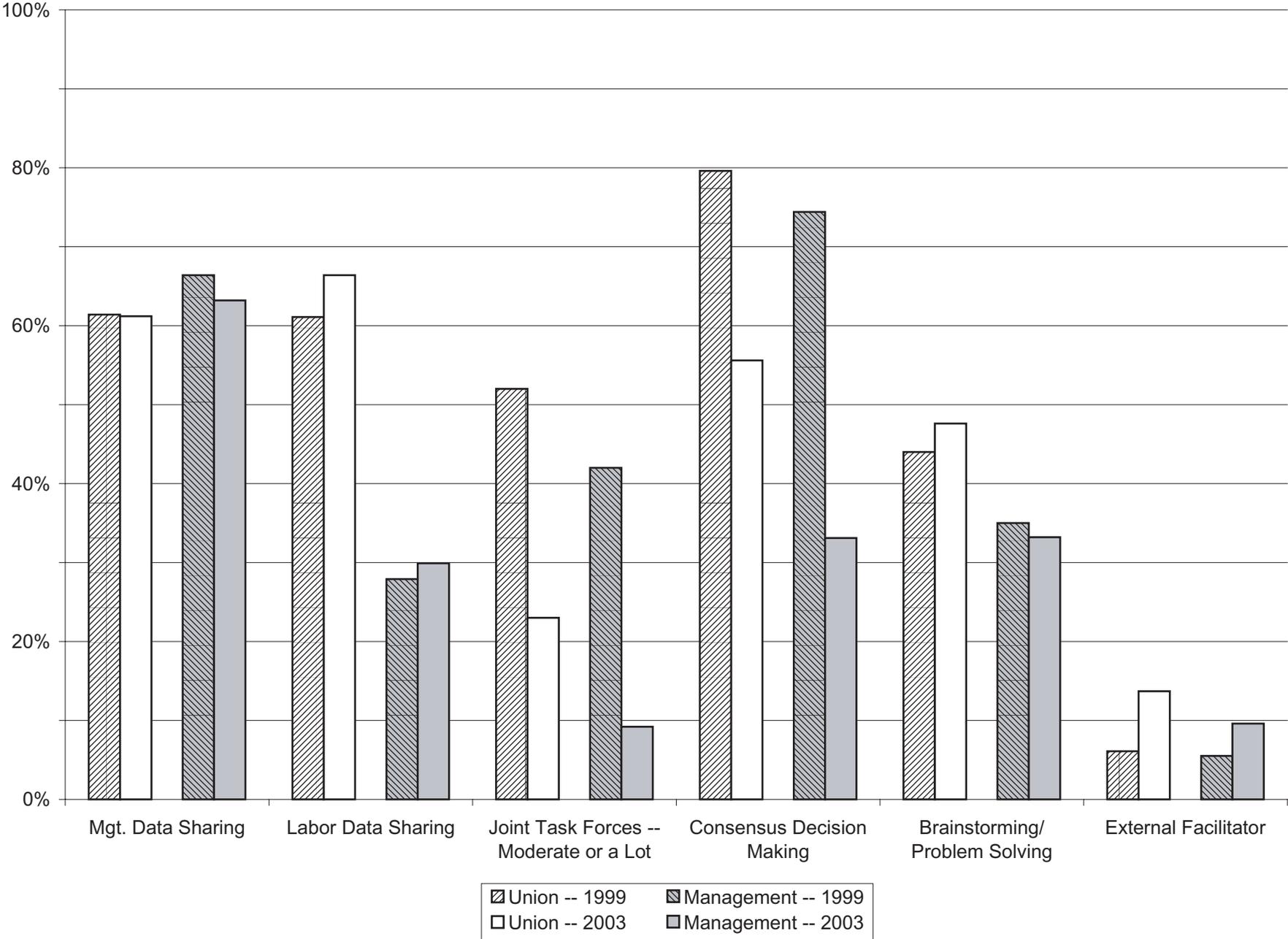
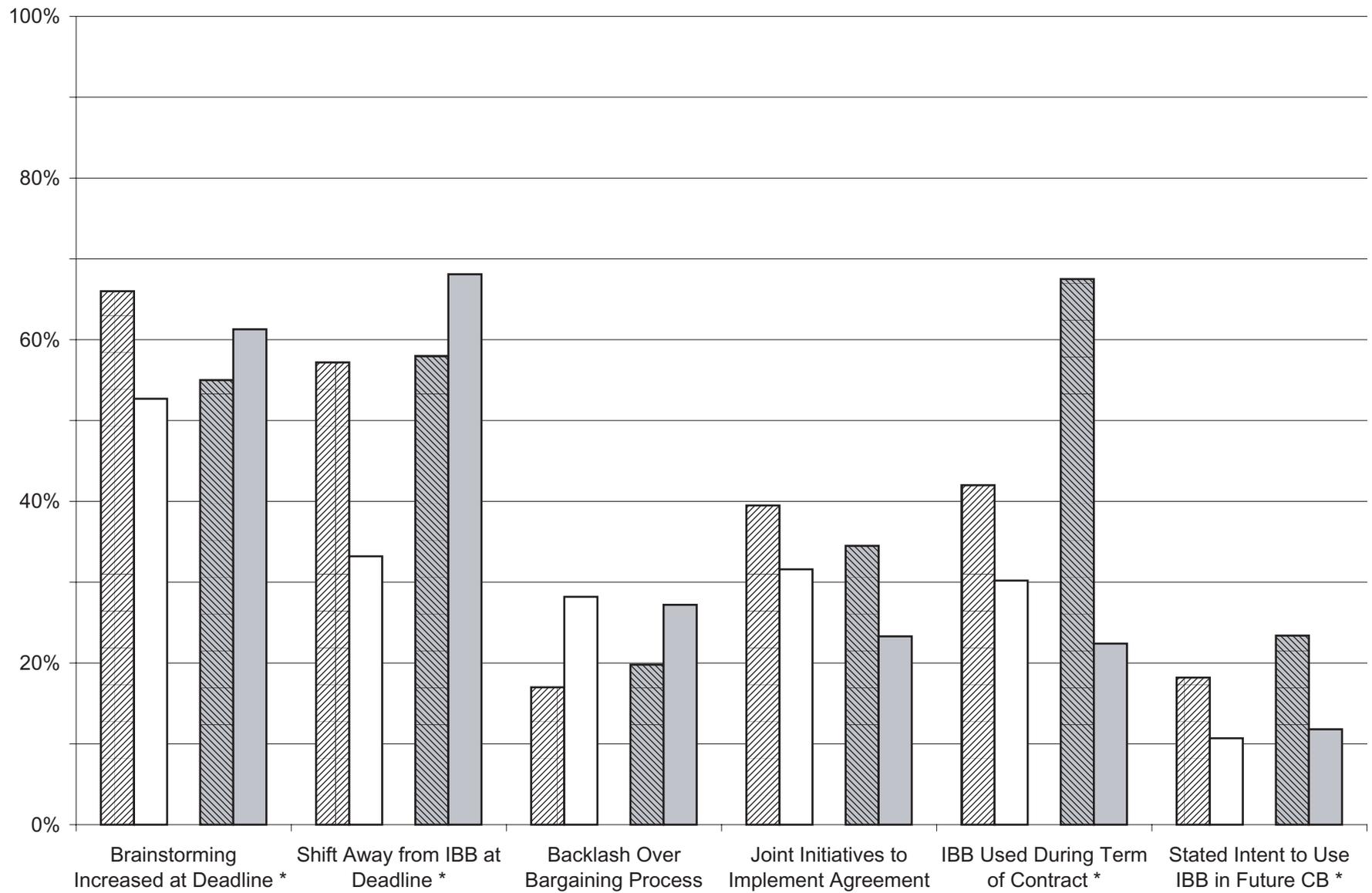


Chart 14: IBB -- Deadline and Subsequent Dynamics



* Share of those who used IBB in negotiations

▨ Union -- 1999	▩ Management -- 1999
□ Union -- 2003	■ Management -- 2003

Chart 15: IBB Training and Contract Outcomes -- Management

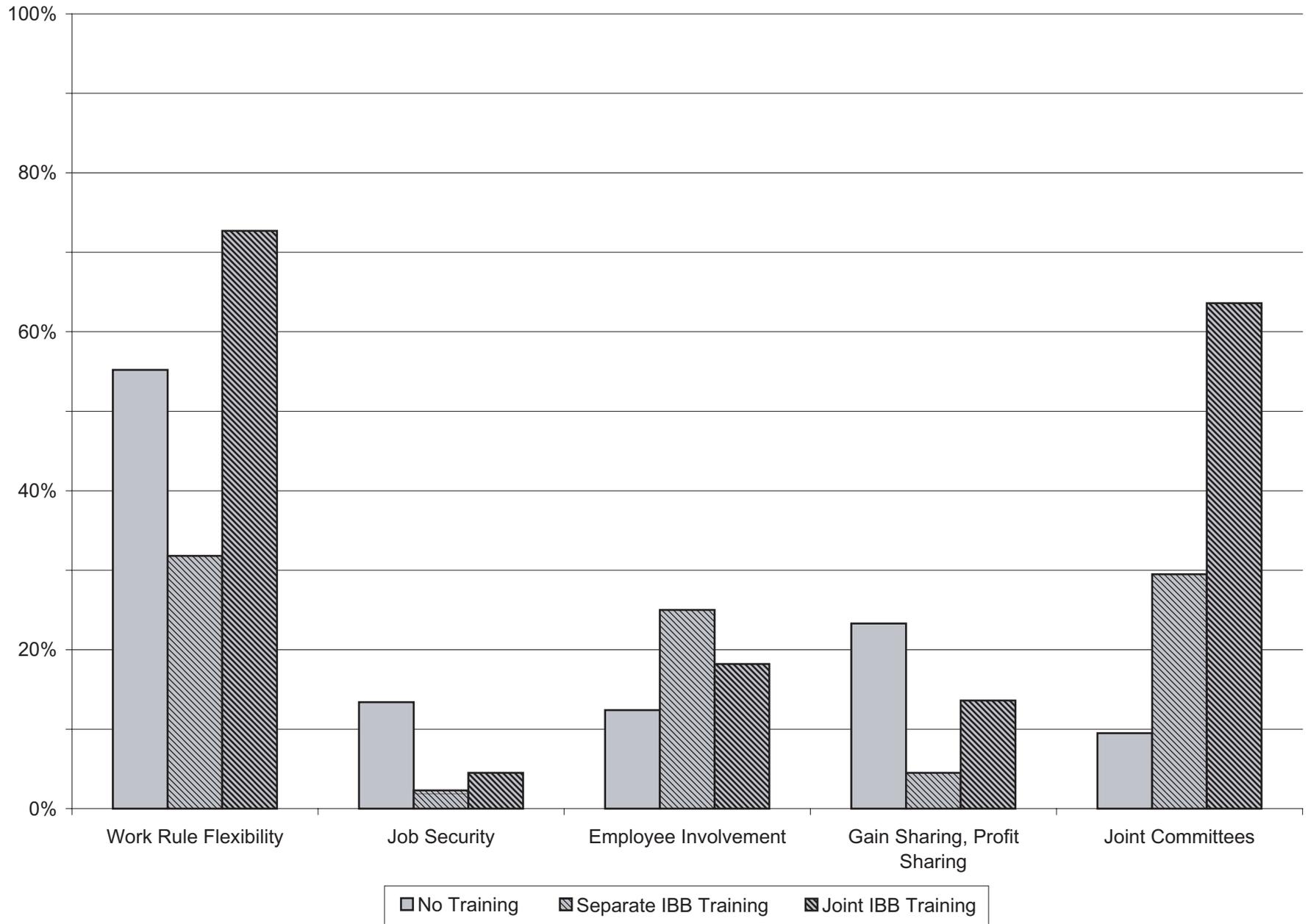


Chart 16: IBB Training and Contract Outcomes -- Union

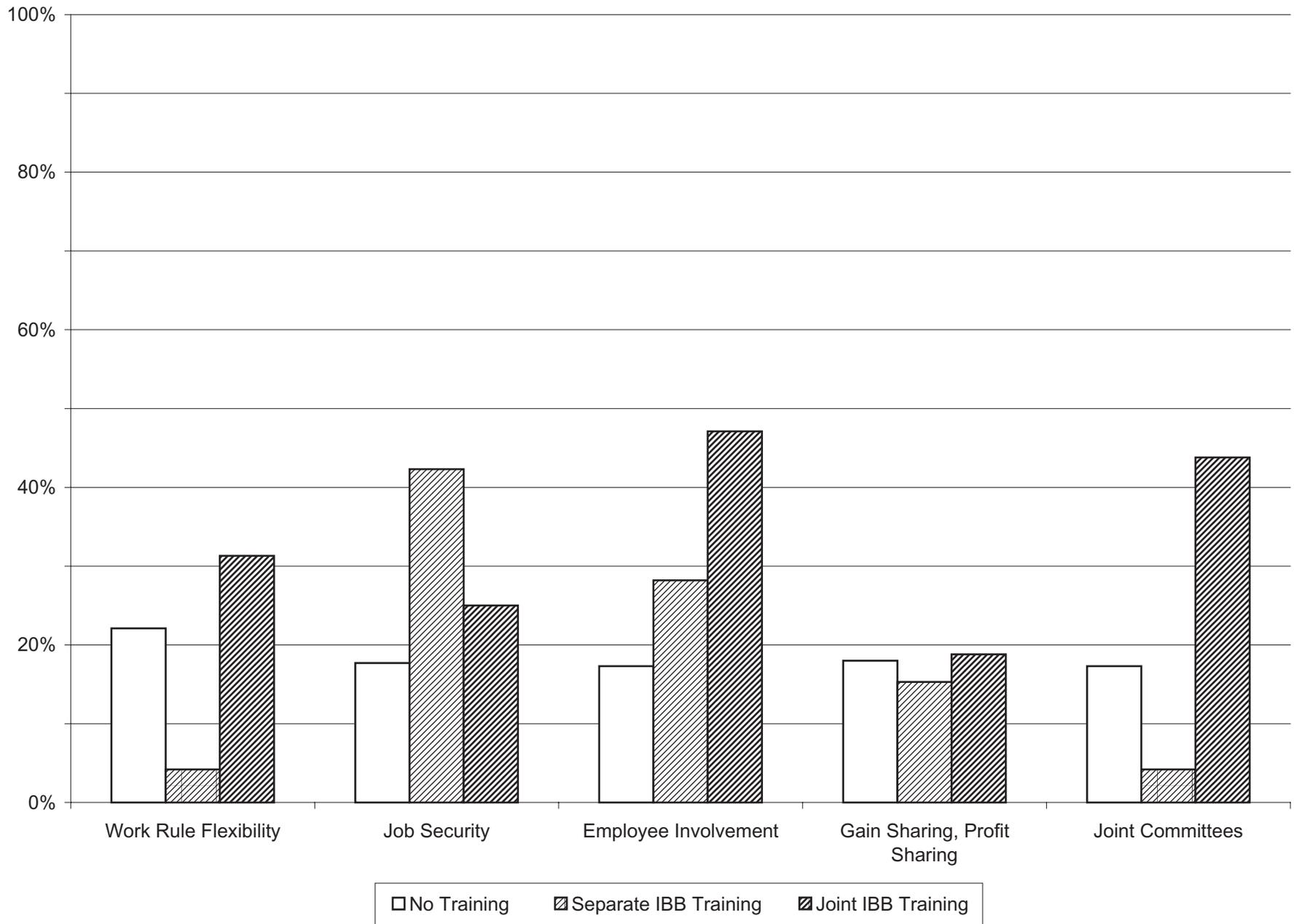


Chart 17: IBB Practices and Contract Outcomes -- Management

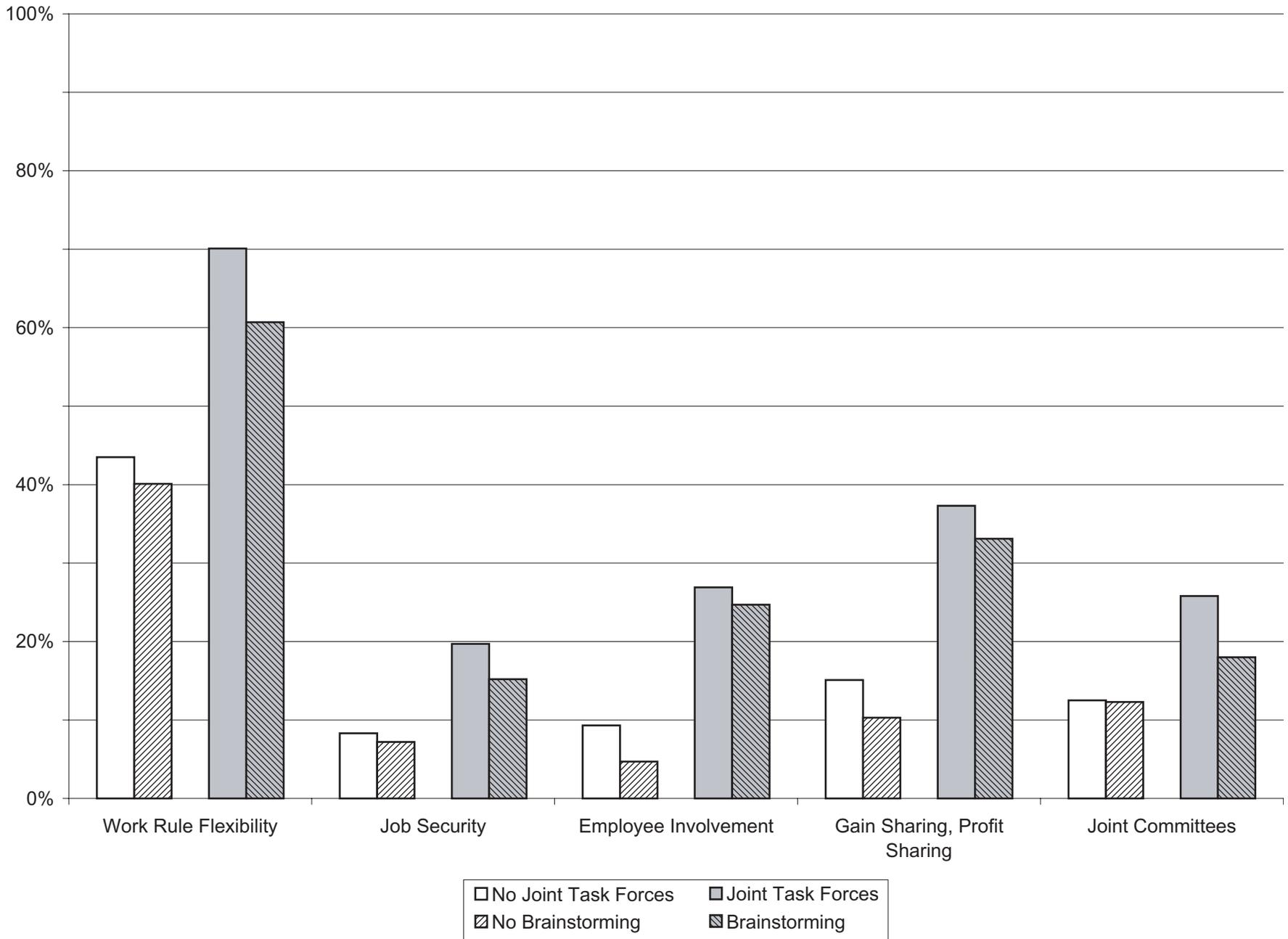


Chart 18: IBB Practices and Contract Outcomes -- Union

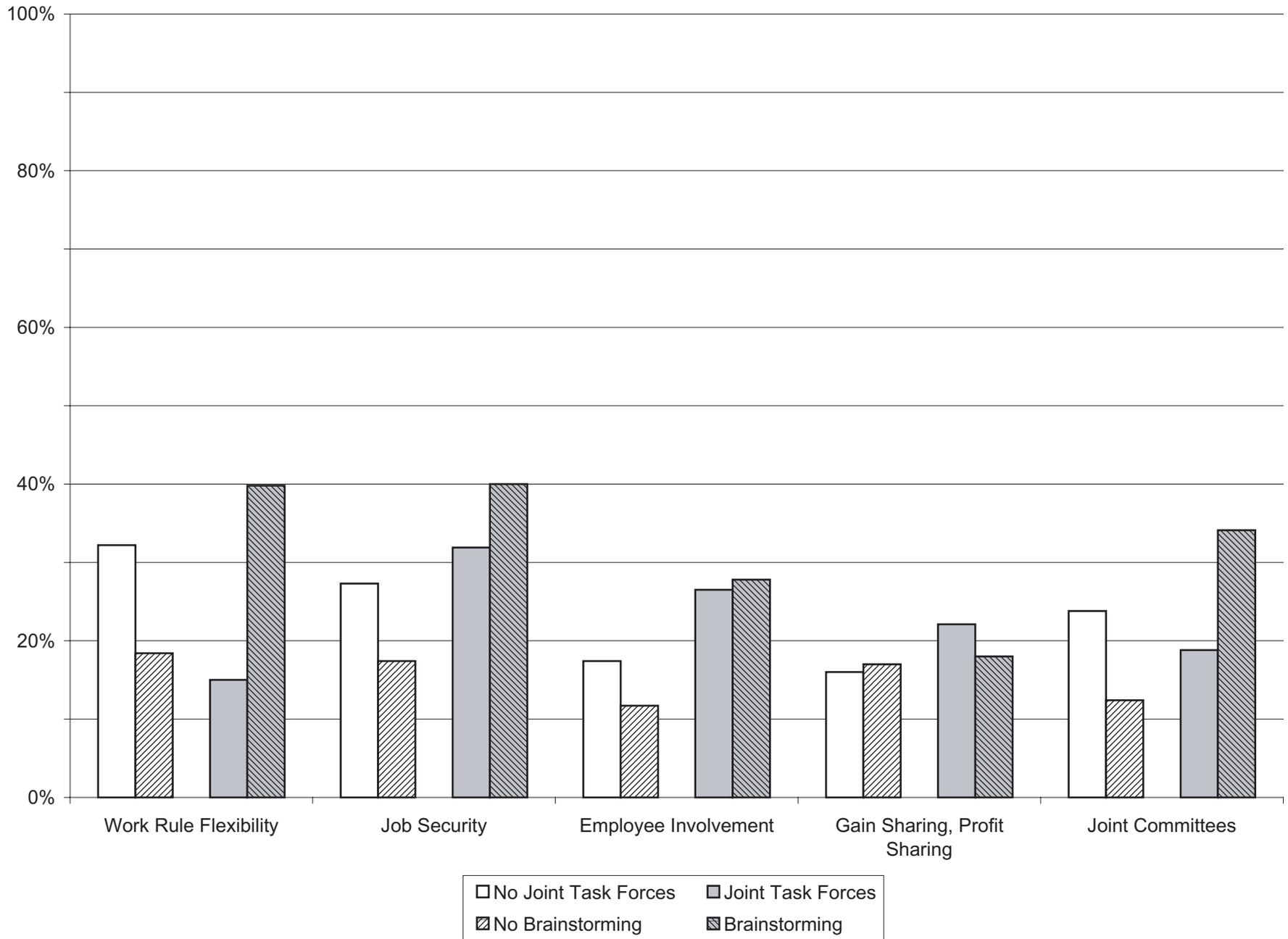


Chart 19: IBB Practices and Benefit Outcomes

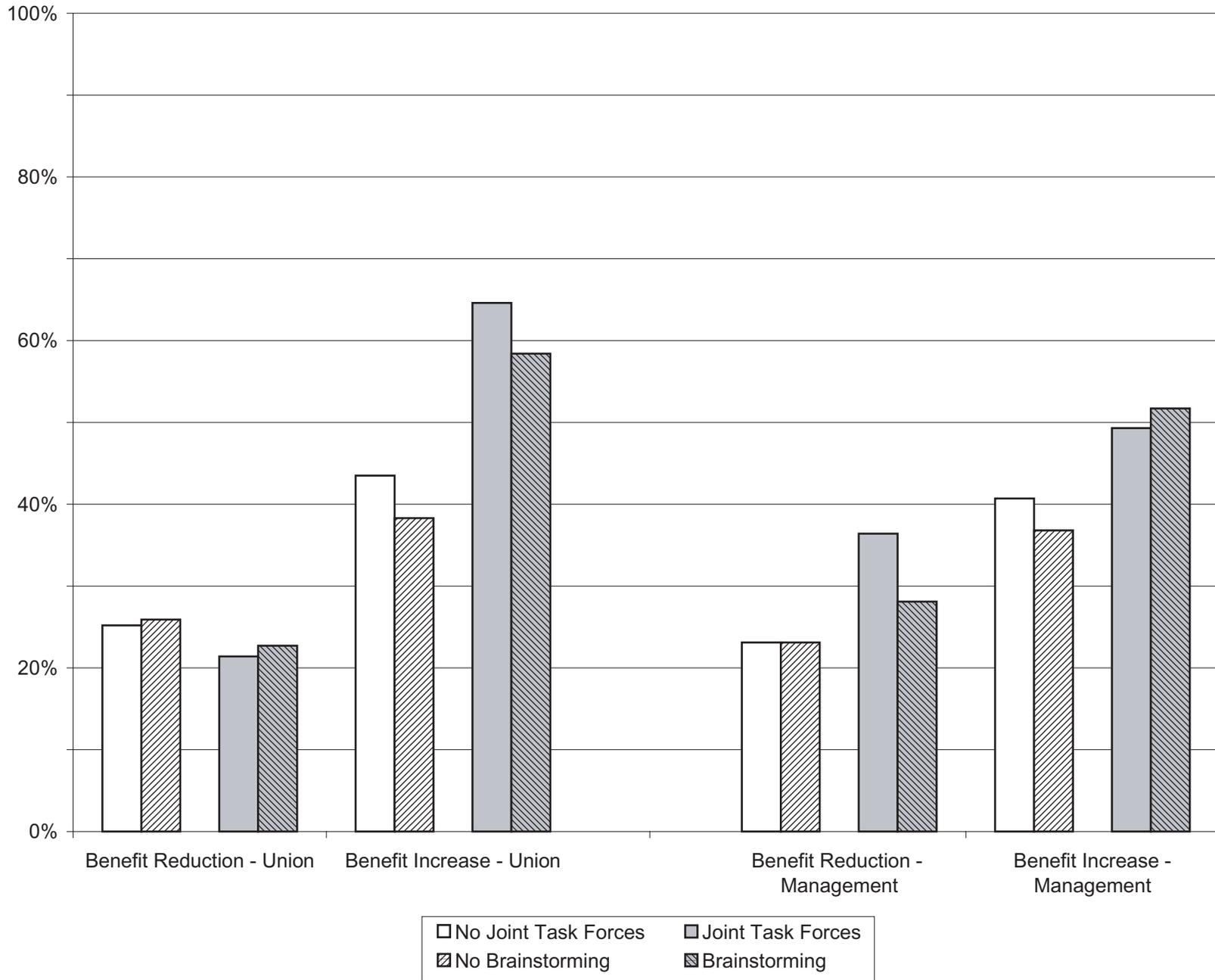
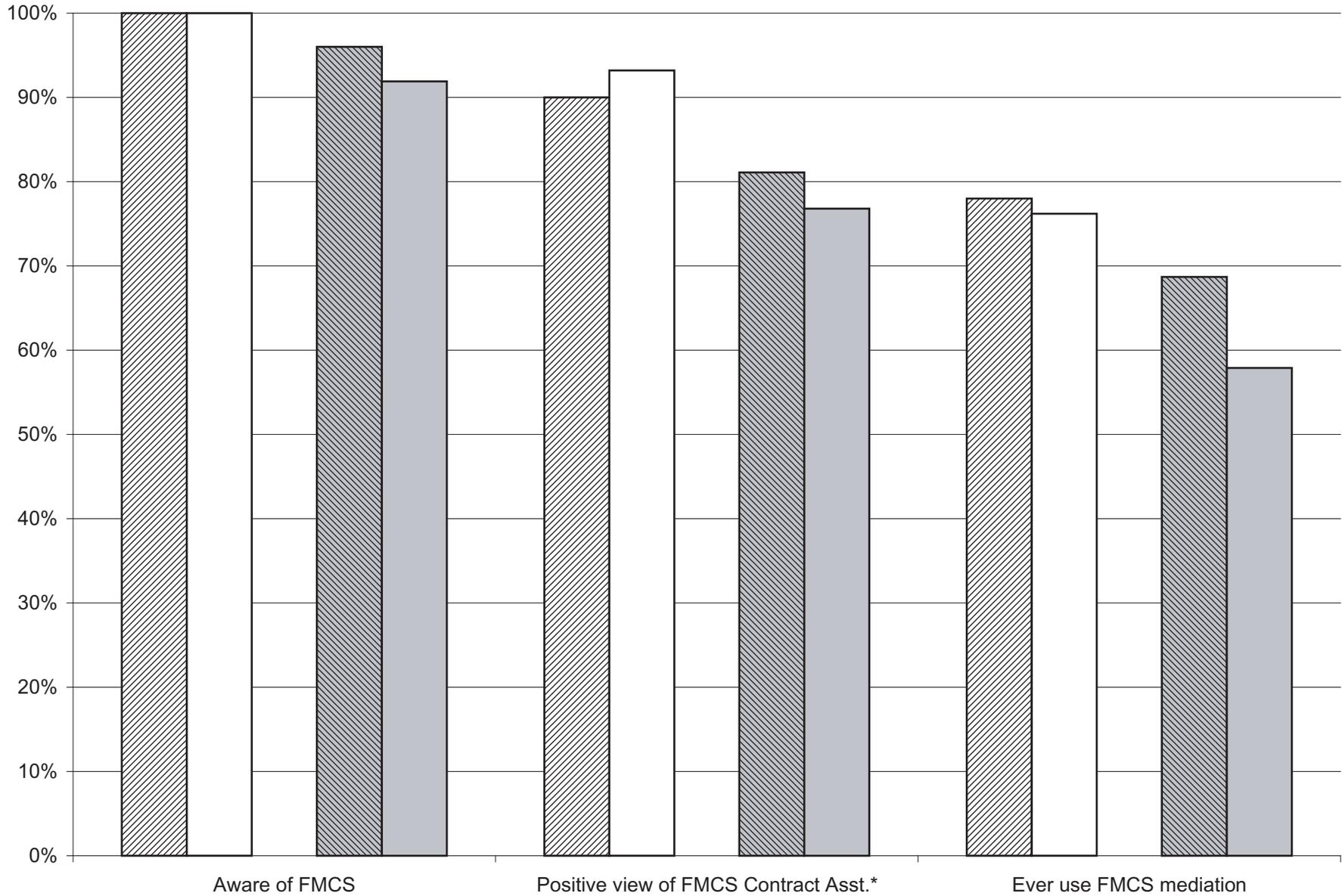


Chart 20: Awareness of and Experience with FMCS



* Share of those who said they were aware of the FMCS



Chart 21: Assessments of FMCS Mediation

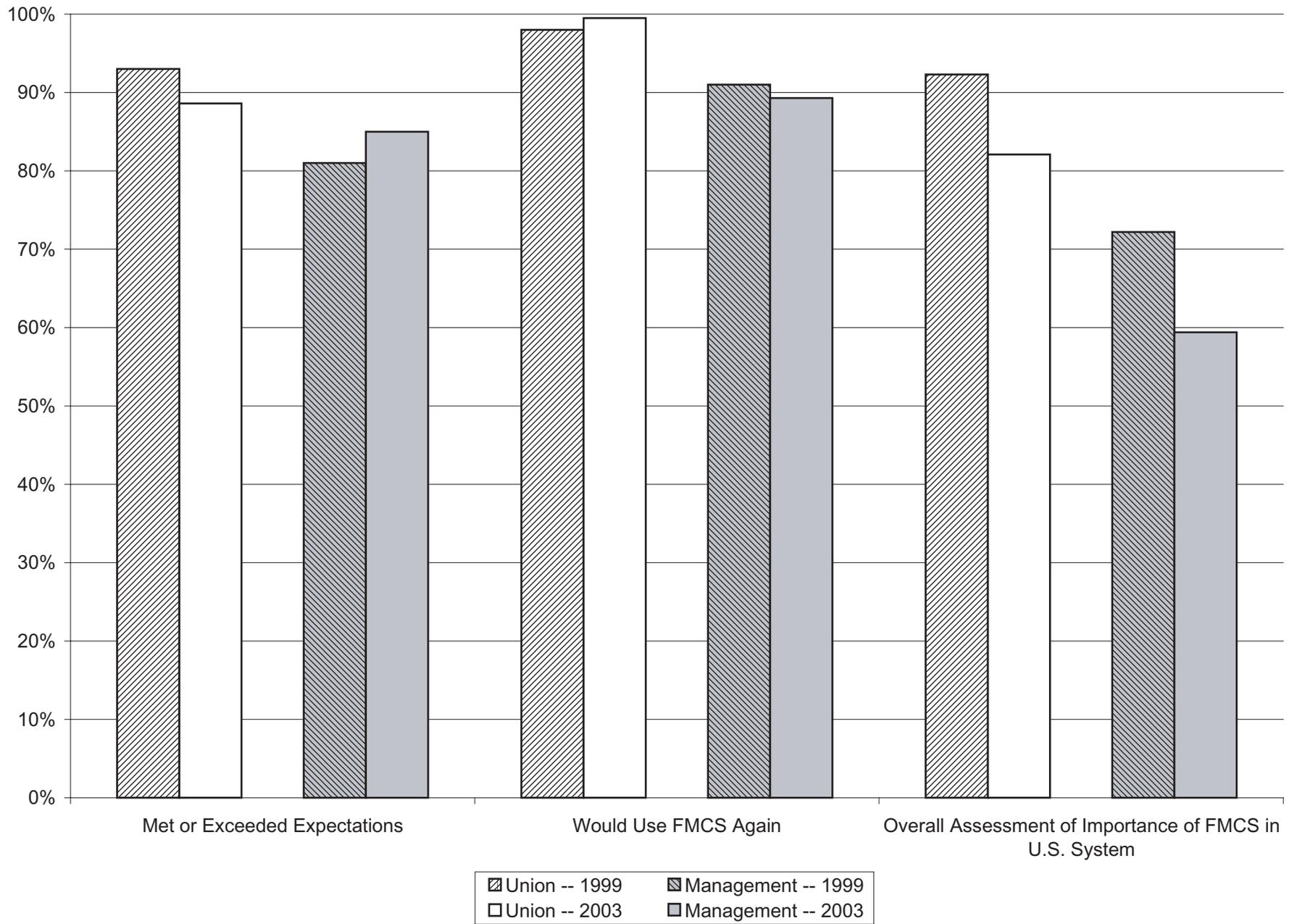


Chart 22a: Mediator Knowledge and Skill

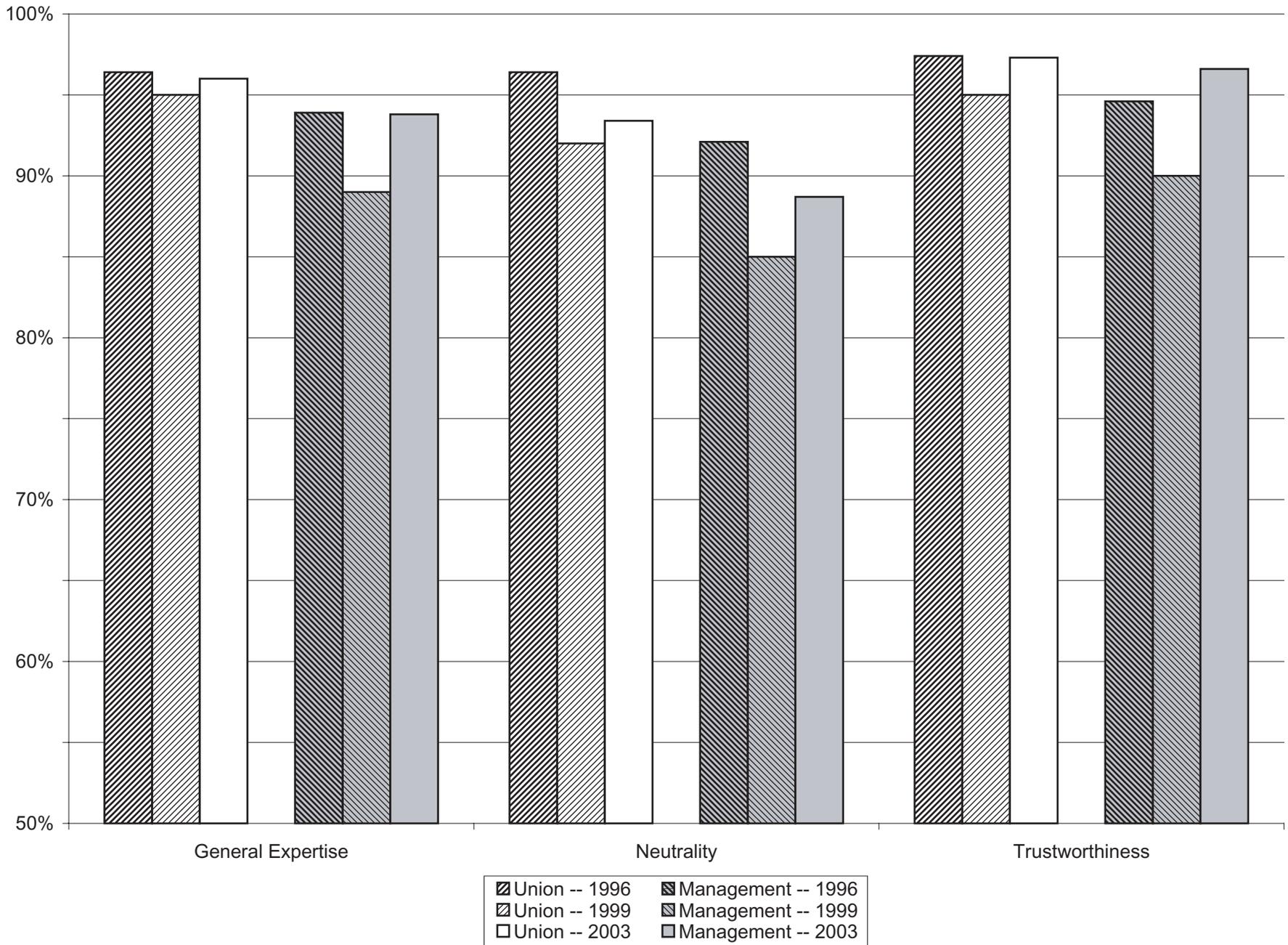


Chart 22b: Mediator Knowledge and Skill (continued)

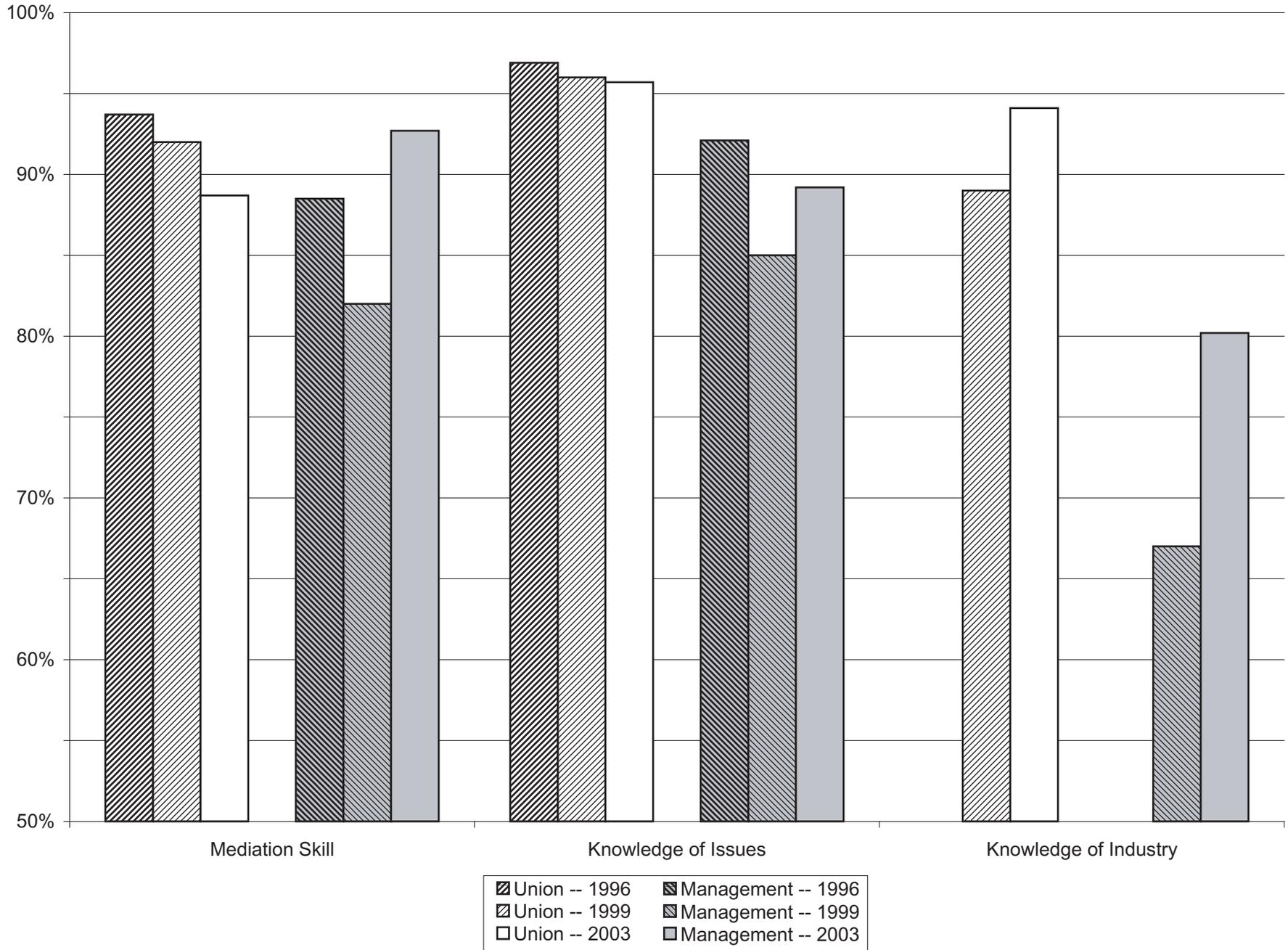


Chart 23: Impact of Mediation

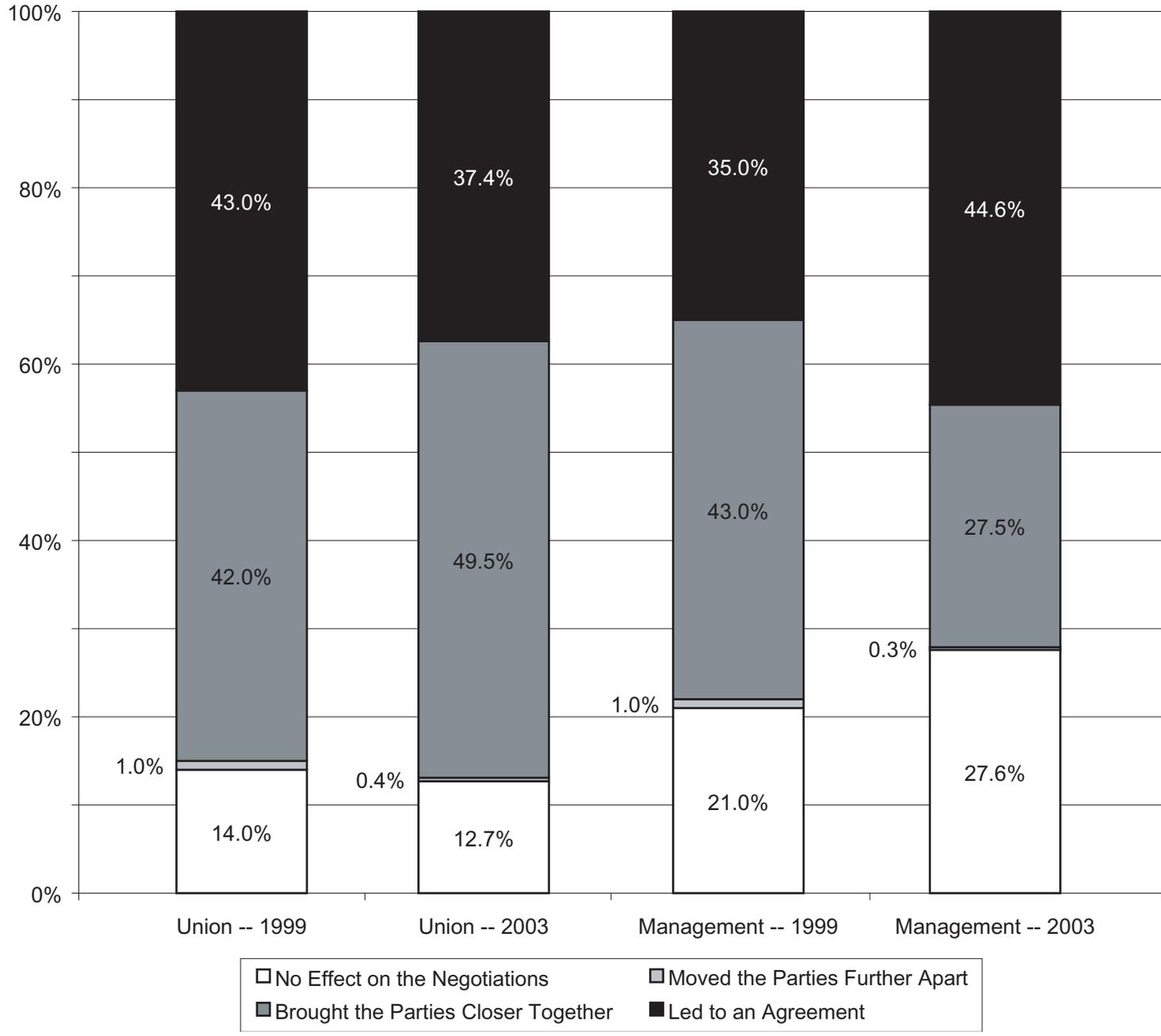


Chart 24: Tone When Mediation Began -- Public and Private Sectors

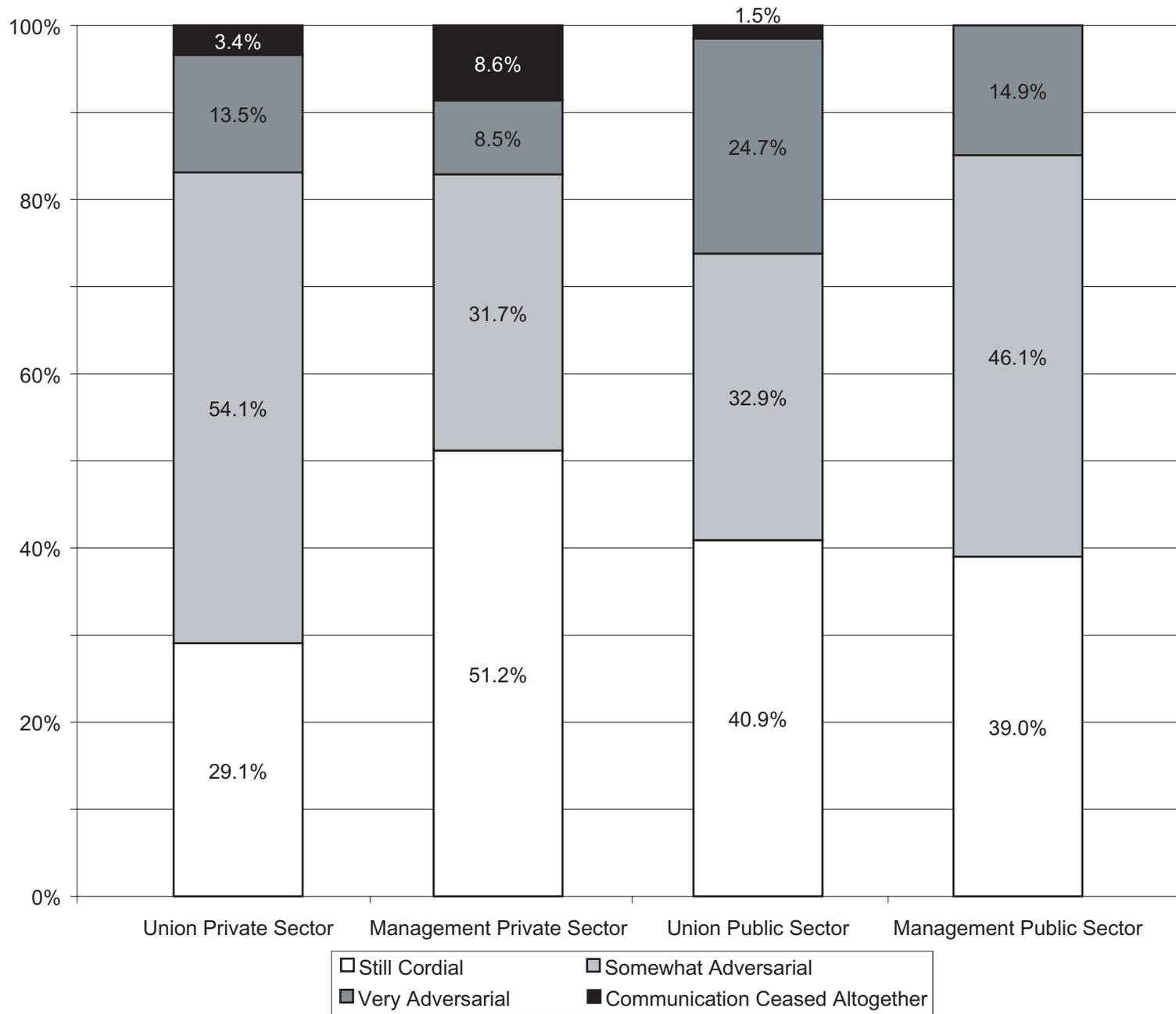


Chart 25: Timing of Mediation -- Public and Private Sectors

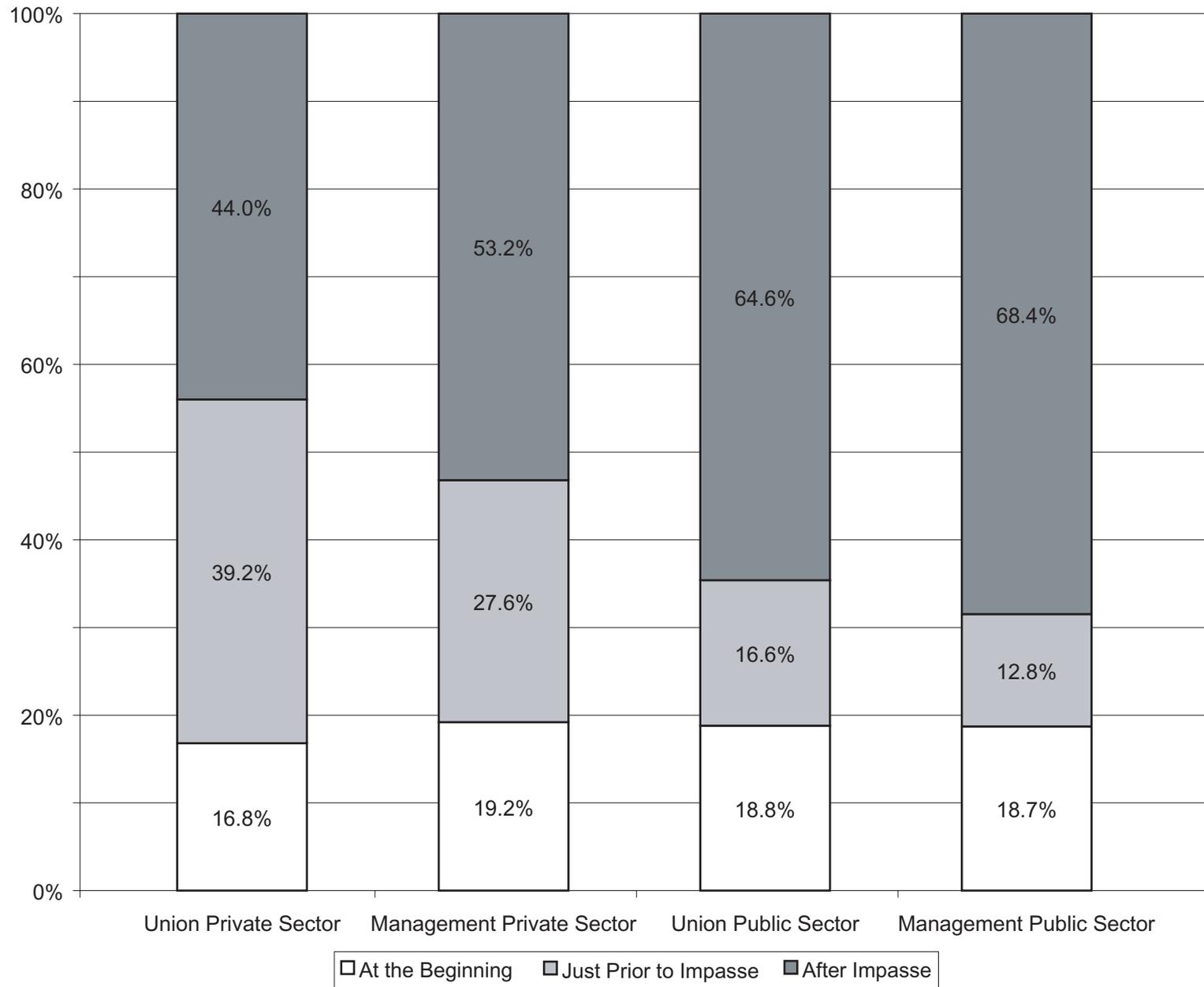


Chart 26: Issues on Table for Mediation -- Public and Private Sectors

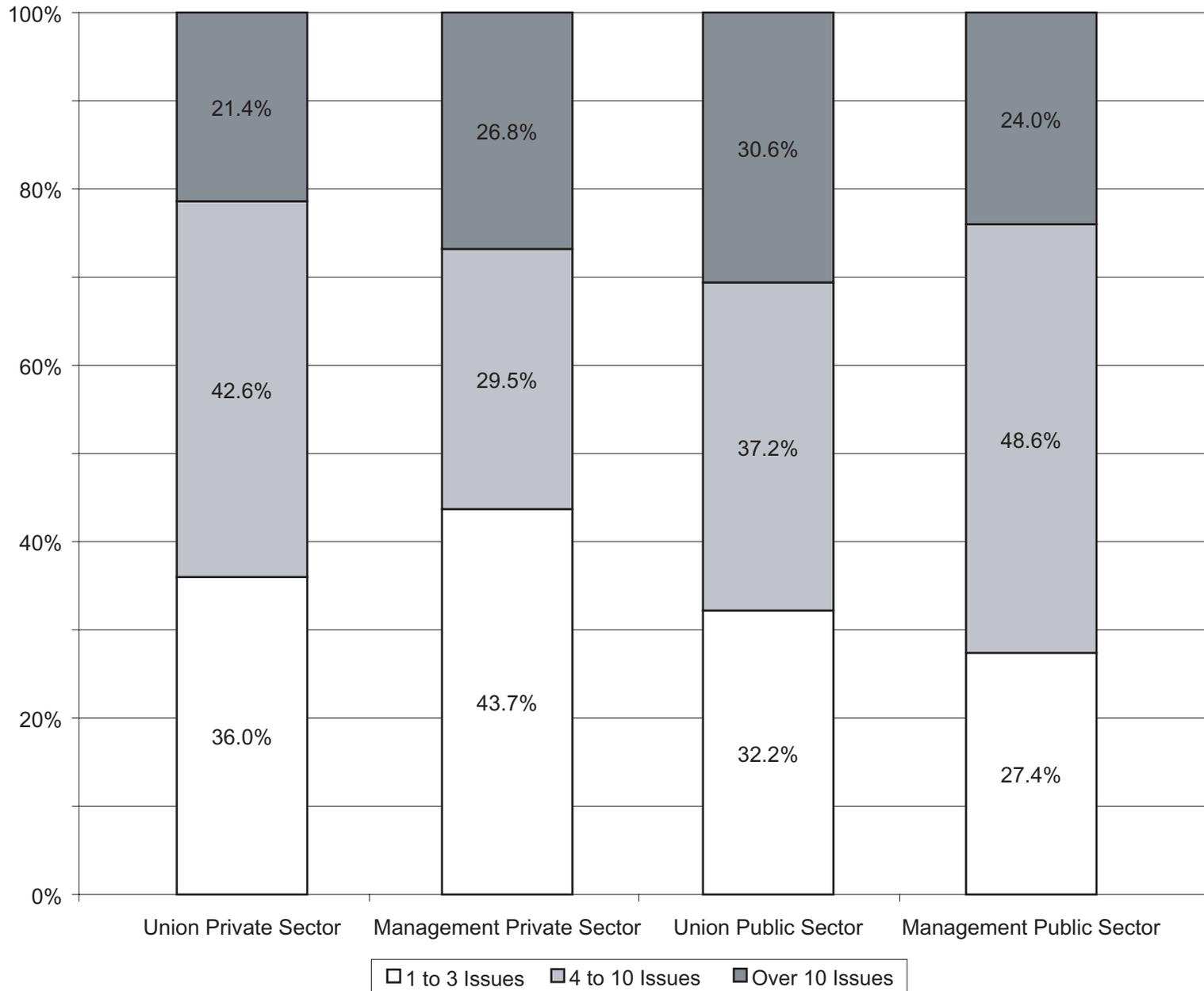


Chart 27a: Process Strategies

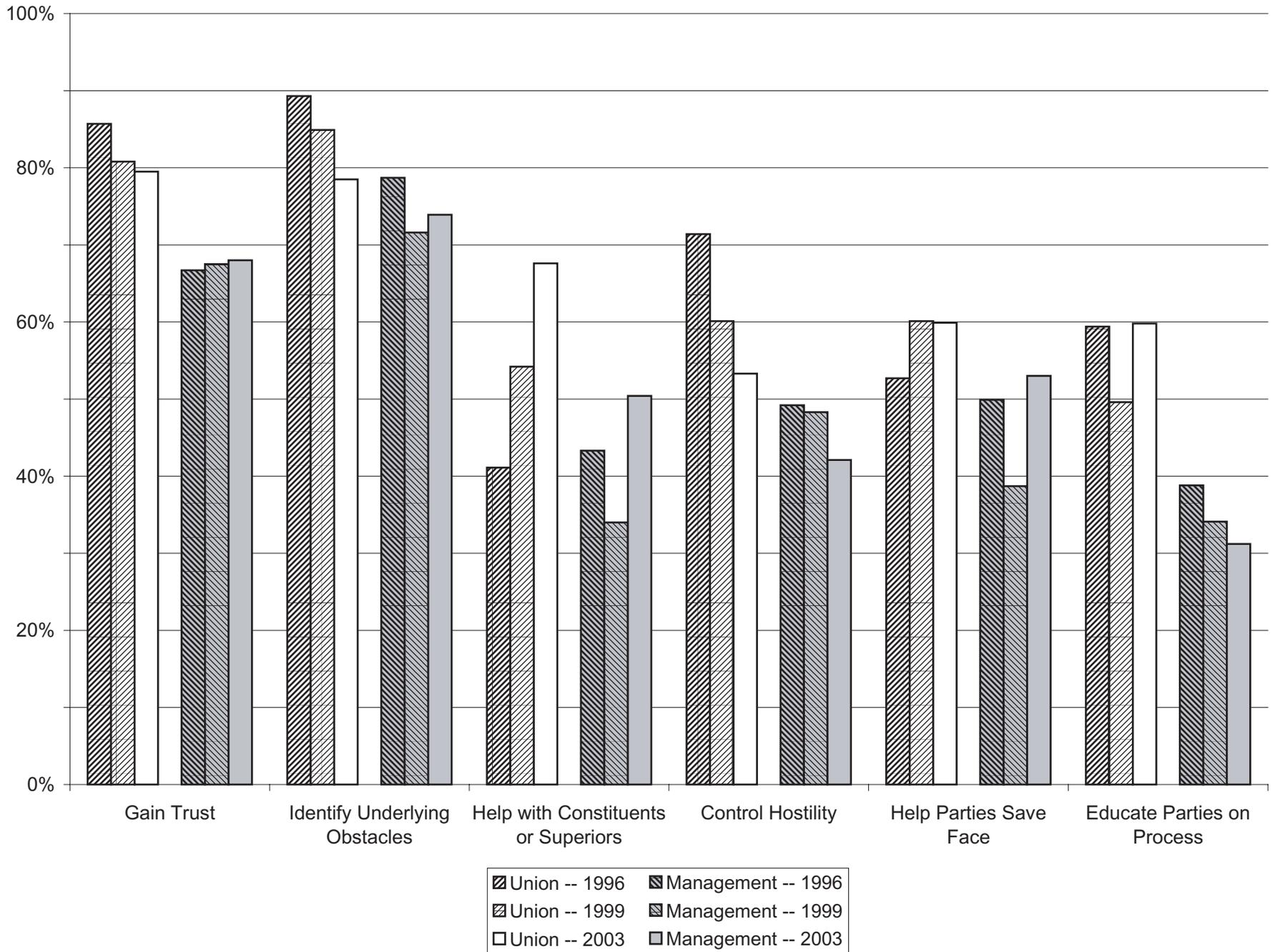


Chart 27b: Process Strategies -- Public and Private Sectors

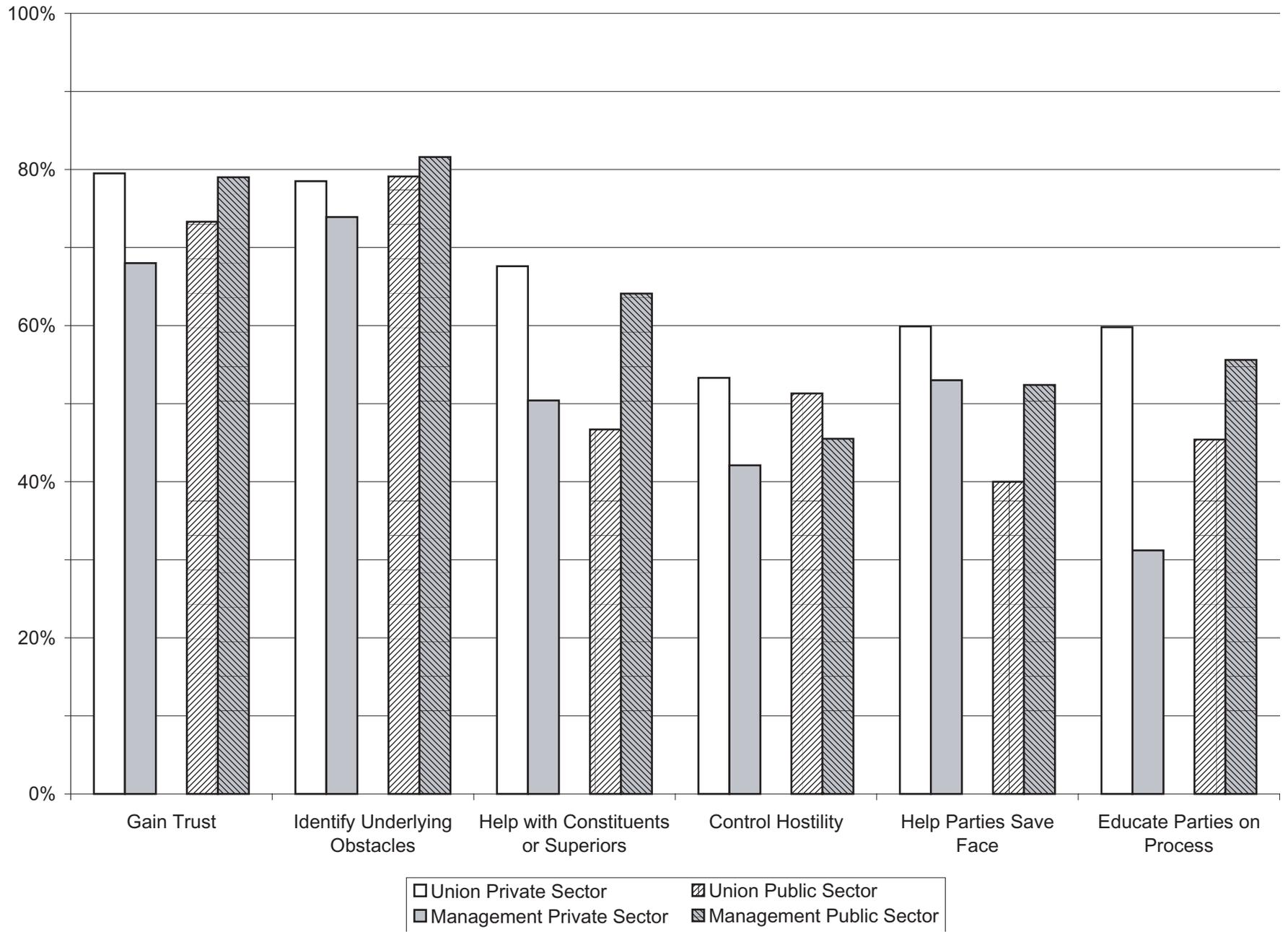


Chart 28a: Substance Strategies

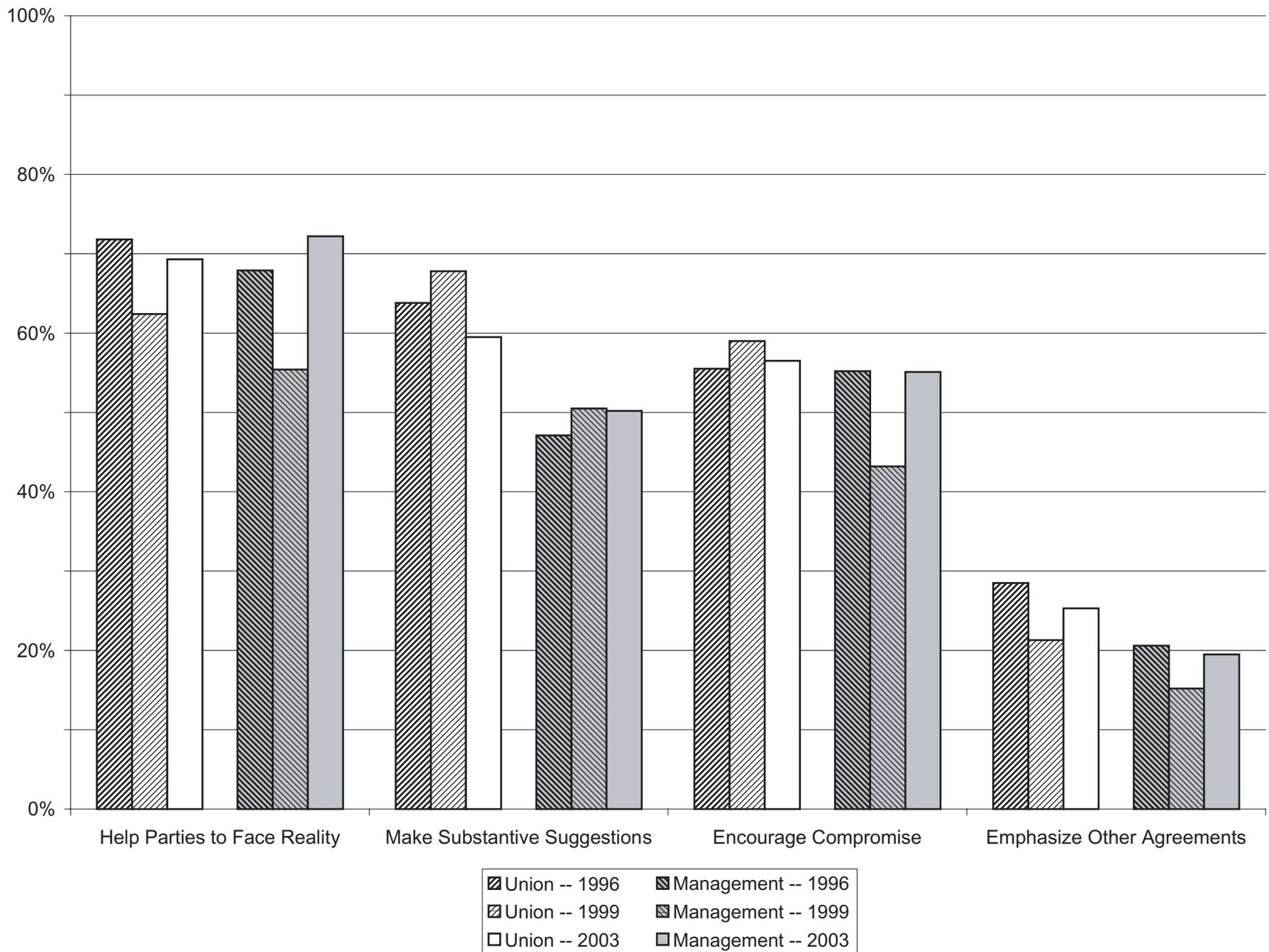


Chart 28b: Substance Strategies -- Public and Private Sectors

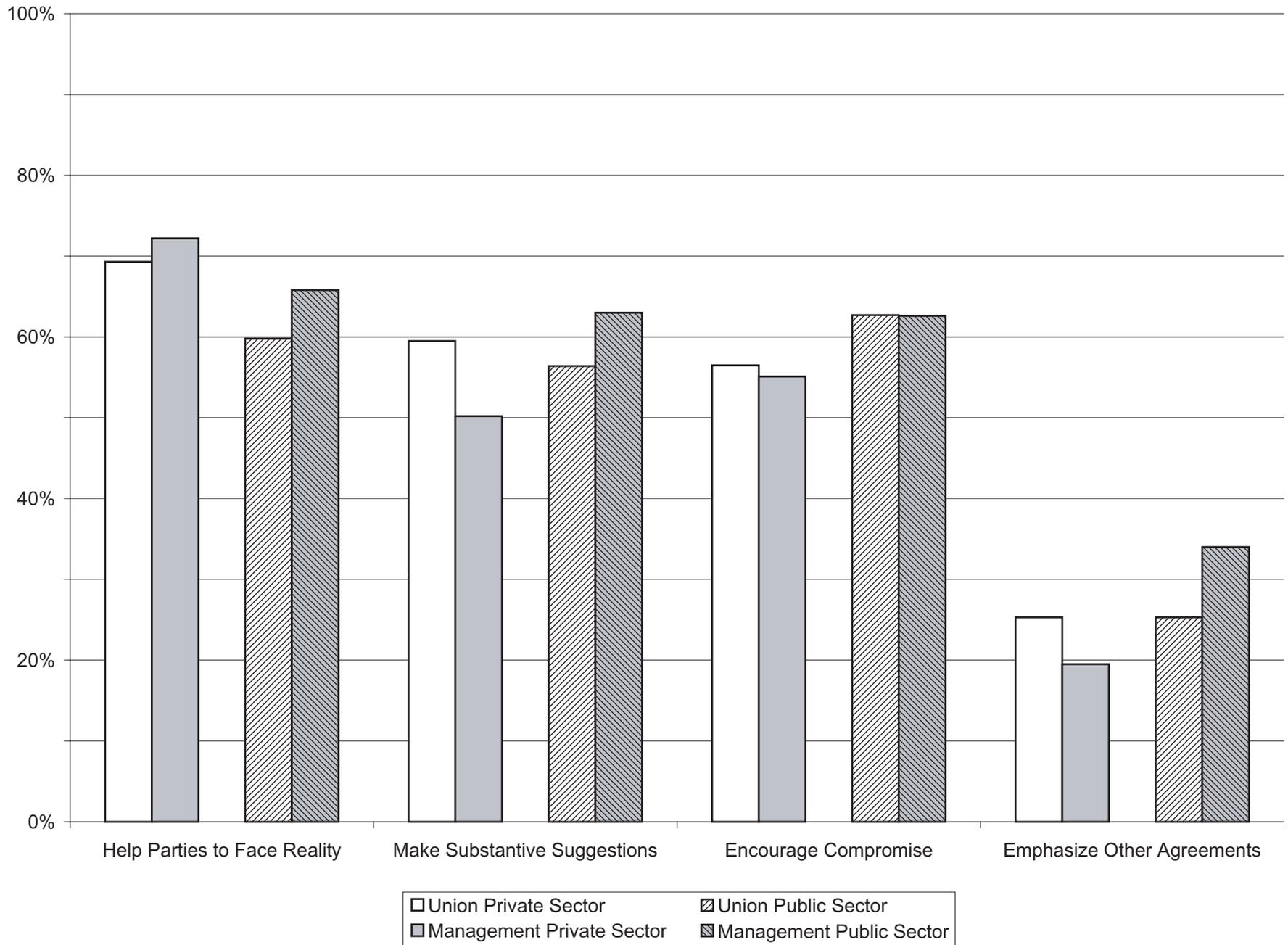
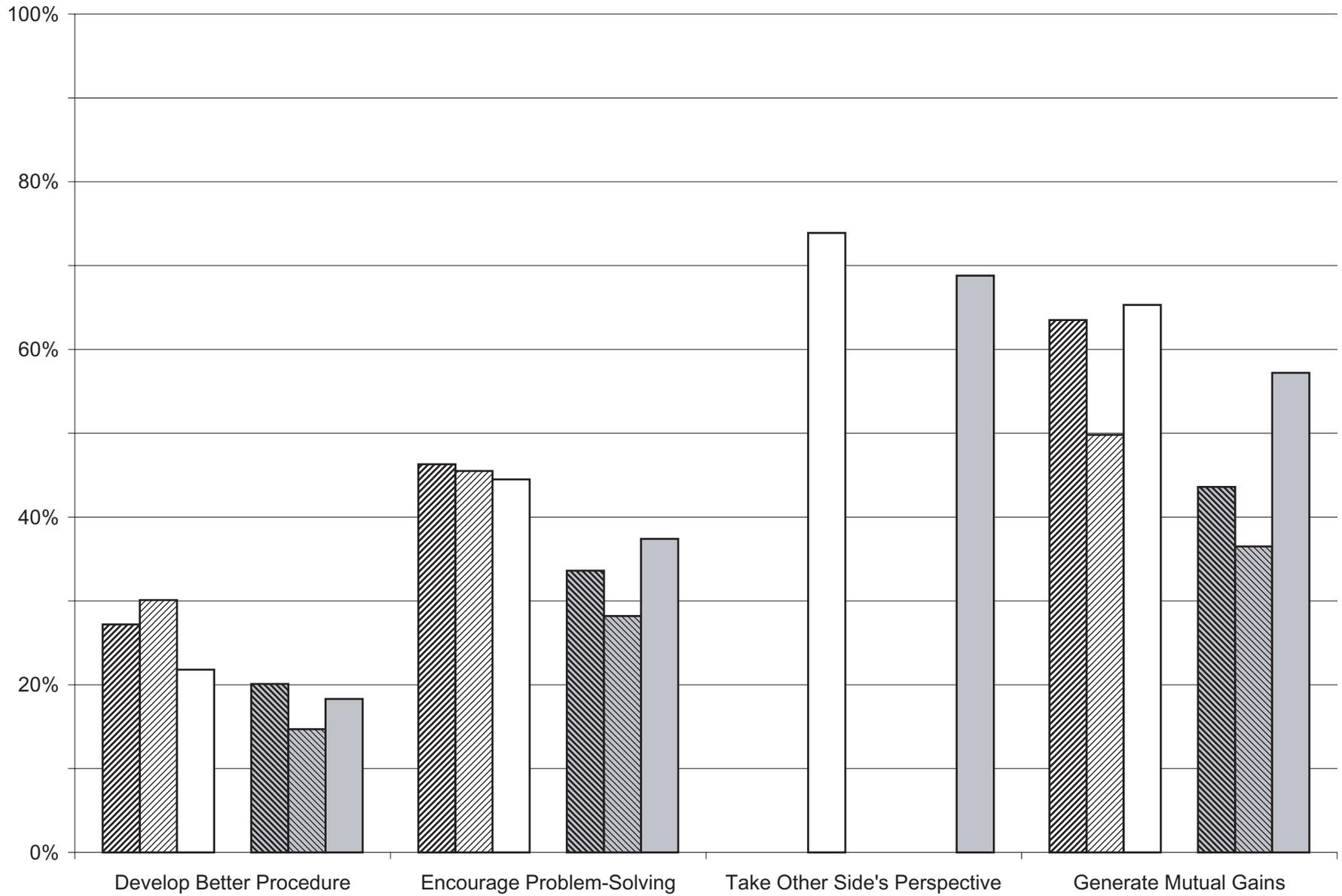


Chart 29a: Other Strategies



Union -- 1996	Management -- 1996
Union -- 1999	Management -- 1999
Union -- 2003	Management -- 2003

Chart 29b: Other Strategies -- Public and Private Sectors

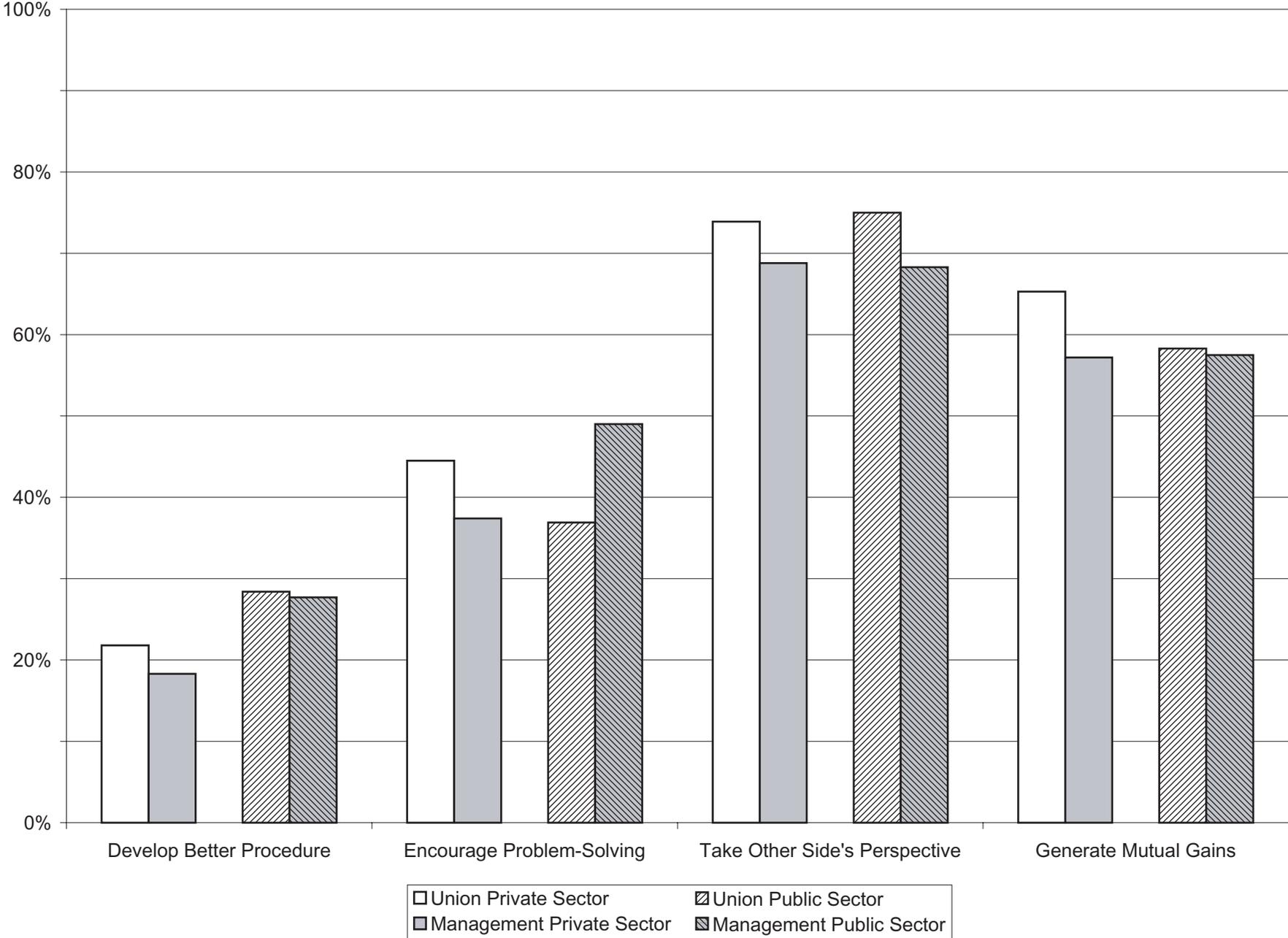
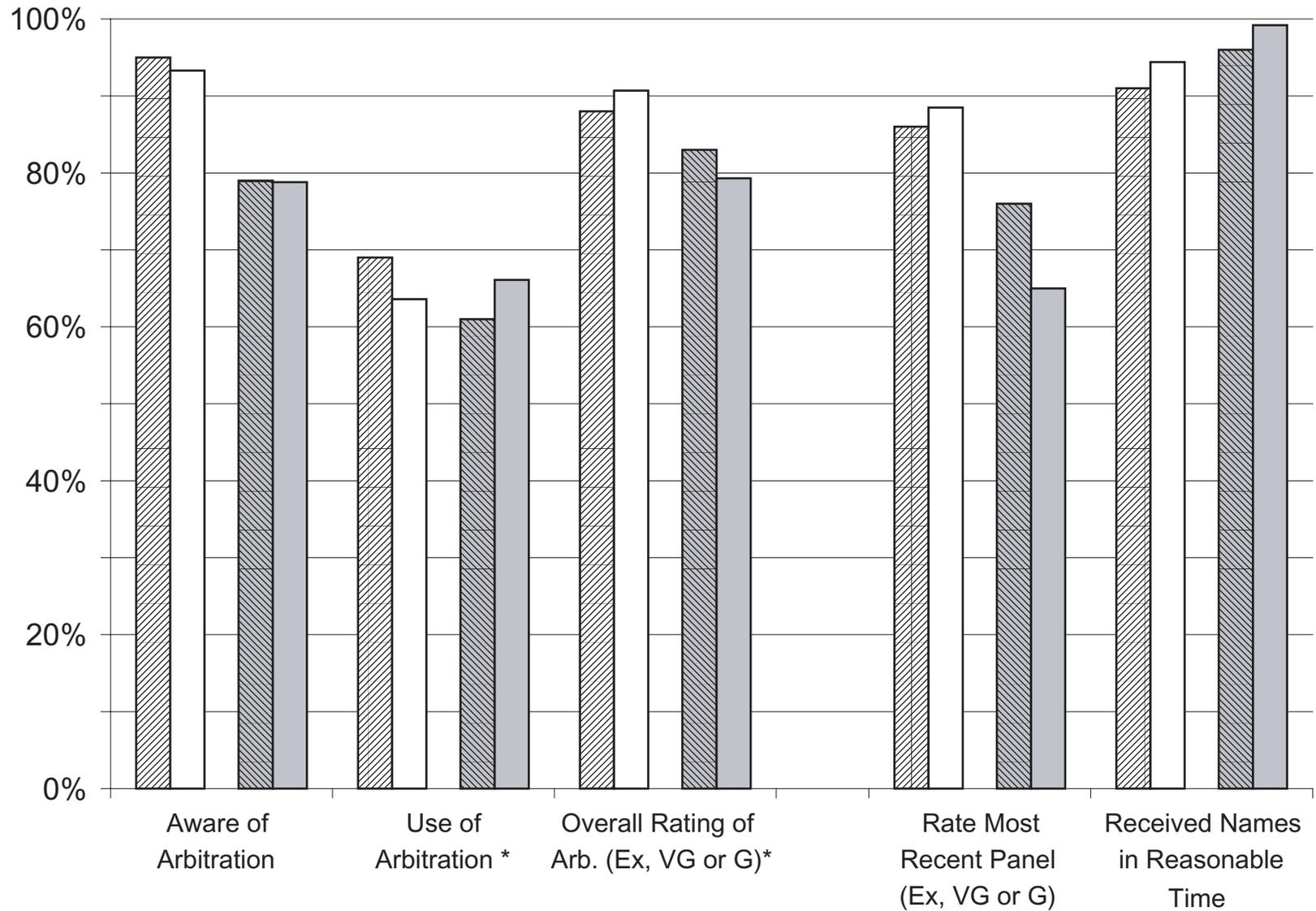


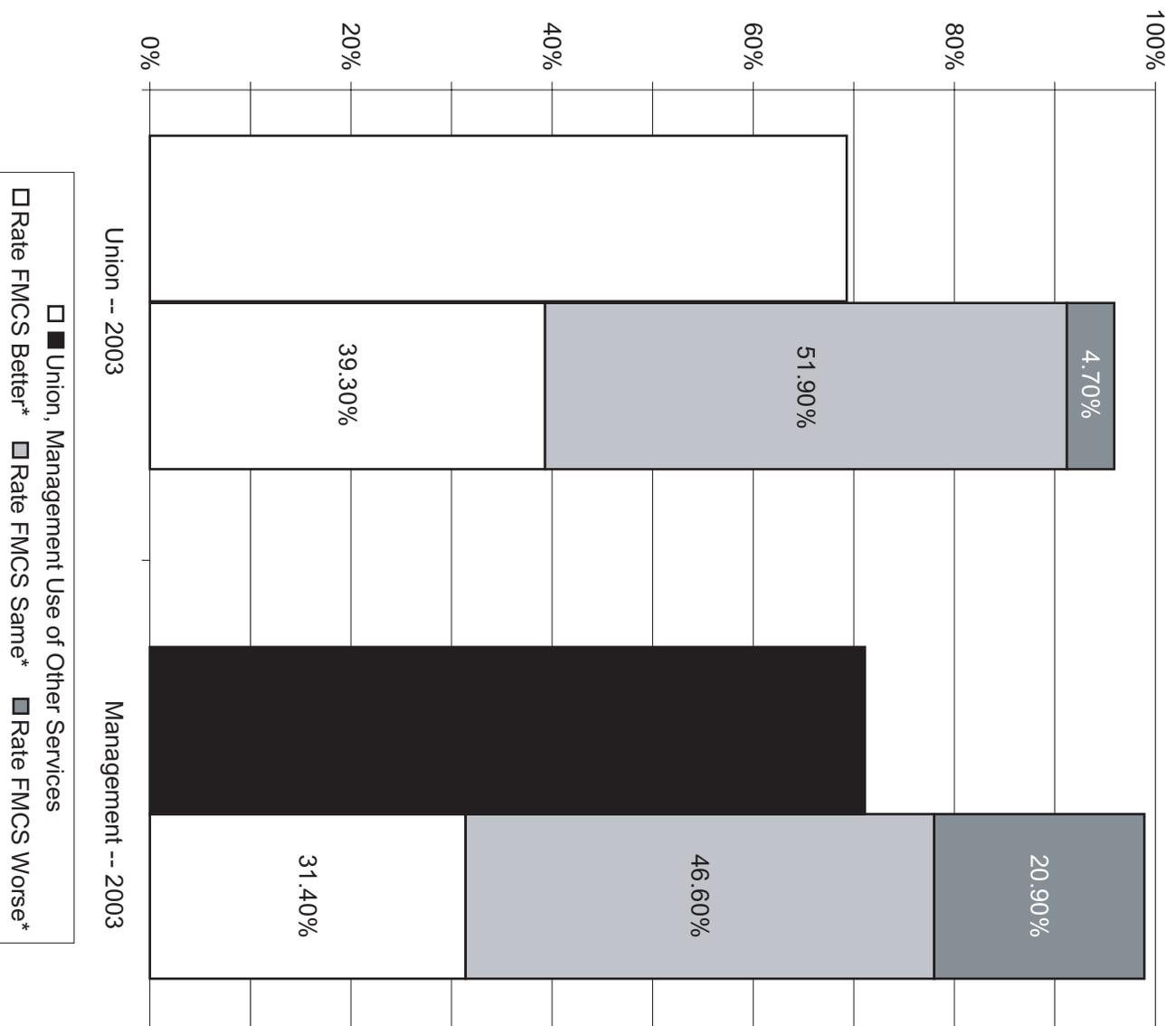
Chart 30: Awareness, Use, and Assessment of FMCS Arbitration



* Share of those who said "yes" to the previous question

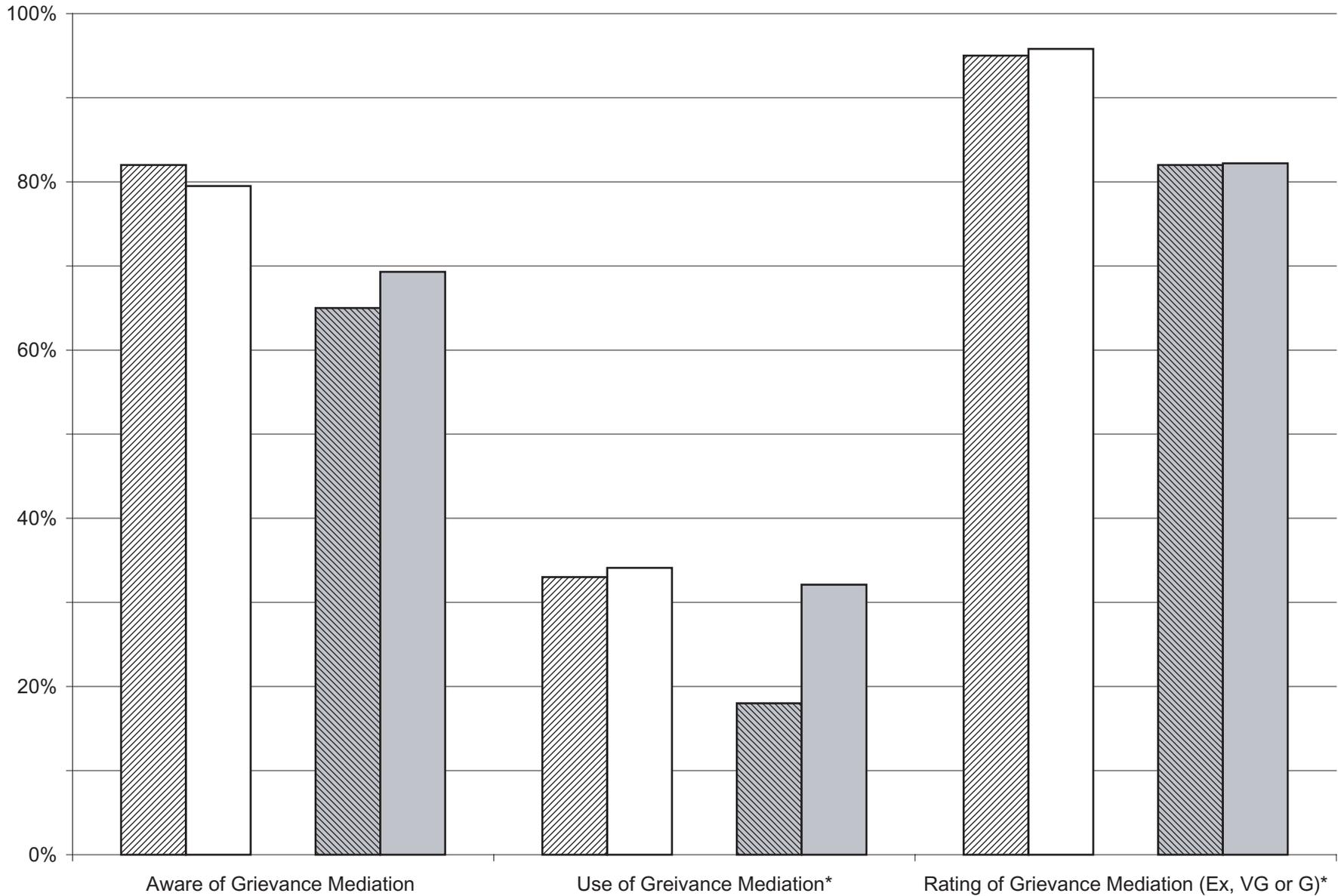
▨ Union -- 1999	▨ Management -- 1999
□ Union -- 2003	■ Management -- 2003

Chart 31: Other Arbitration Services: Use and Comparison



* Share of those who used other arbitration services

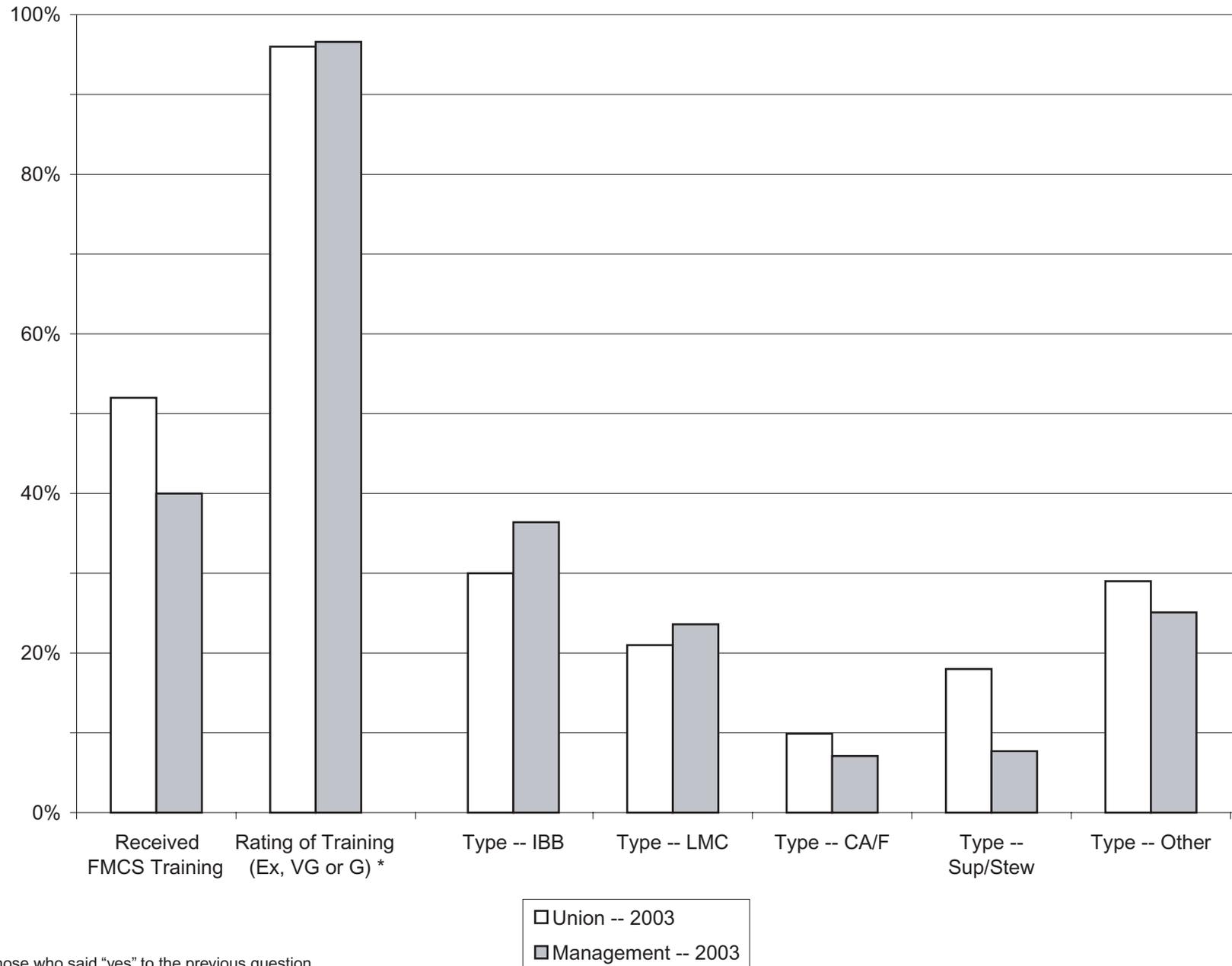
Chart 32: Awareness, Use, and Assessment of FMCS Grievance Mediation



* Share of those who said "yes" to the previous question

▨ Union -- 1999	▨ Management -- 1999
□ Union -- 2003	■ Management -- 2003

Chart 33: Use and Rating of FMCS Training



* Share of those who said "yes" to the previous question

Chart 34: Overall Importance

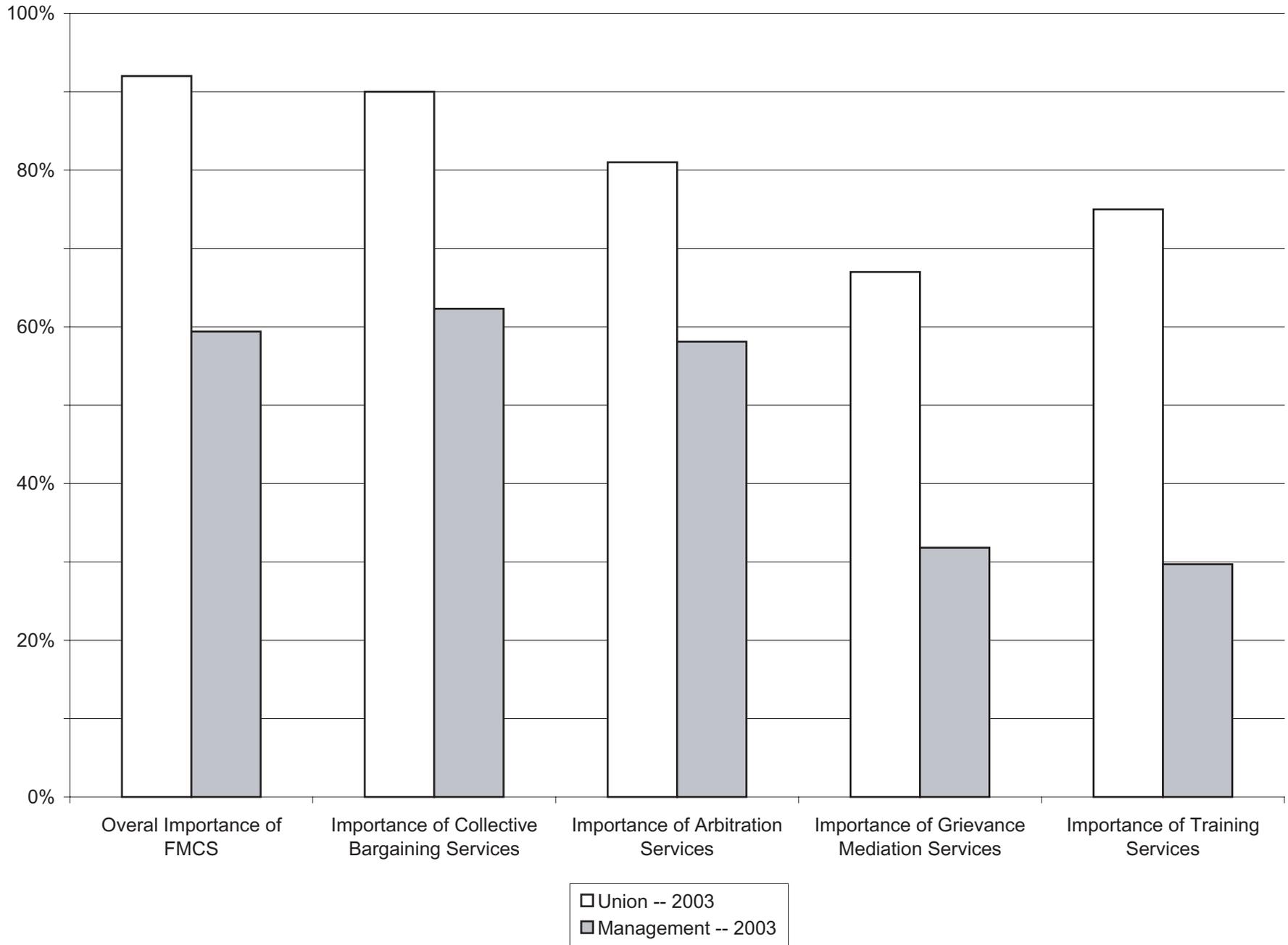


Chart 35: FMCS Profile

