

National Supplement

**Between the United States Department of Housing and Urban Development and
American Federation of Government Employees**

HUD Council of Locals 222

Subject: Quality Improvement

Scope: This supplement establishes a standard procedure for the conduct of Quality Improvement Programs. The provisions of Article 55 of the HUD/AFGE Collective Bargaining Agreement will be adhered to; this supplement satisfies management's bargaining obligations under Article 55.04 with regard to entering into a quality improvement program. This supplement excludes pilot programs and demonstration projects.

The definitions below are used for reference in this supplement:

- **Quality Improvement:** Actions taken throughout the organization to increase the effectiveness of activities and processes to provide added benefits to both the organization and its customers.
- **Quality Improvement Programs:** A participative process which directly involves employees, at the work level, in the identification, analysis, and solution of product quality and work process problems. It is a joint effort between Management and employees to develop ideas for improving the product of the organizational unit and implementing these improvements once approved by Management and concurred by the Union.
- **Quality Improvement Framework:** The Department's framework for coordinating enterprise and or program area quality improvement projects.
- **Quality Improvement Project:** A specific effort to improve services and/or processes, which may include the full range of Quality Improvement practices and other problem identification and resolution techniques. Projects may include, but are not limited to, one or more of the following activities:
 - Articulating the business problem
 - Establishing baselines
 - Collecting data
 - Identifying the root causes
 - Developing metrics
 - Developing recommendations
 - Sharing best practices, etc.

- **Quality Improvement Facilitator:** Quality Improvement Facilitators may serve at all levels of the organization as project leads, coaches, and trainers. Quality Improvement Facilitators are trained to guide teams consisting of management and staff through a problem-solving effort using a variety of quality improvement methods.
- **Quality Improvement Team:** A group designated to work on a specific Quality Improvement Project, which may consist of staff, managers, or a combination thereof.

- 1) This Supplement shall not diminish or waive any rights that bargaining unit employees have under the AFGE Agreement, law, rule or regulation. Management has provided the information specified under Article 49, Section 49.02 of the HUD/AFGE Agreement.
- 2) Status Quo will remain in effect. The Department shall not implement a Quality Improvement Program until mid-term bargaining has been completed.
- 3) Involuntary separations or downgrades of bargaining unit employees as a result of implementation of the Quality Improvement Program shall be administered in accordance with the provisions of the HUD/AFGE Collective Bargaining Agreement.
- 4) Positions removed from the bargaining unit because of implementation of the Quality Improvement Program shall be administered in accordance with the provisions of the HUD/AFGE Collective Bargaining Agreement.
- 5) Bargaining unit employees involuntarily relocated because of implementation of the Quality Improvement Program shall be administered in accordance with the provisions of the HUD/AFGE Collective Bargaining Agreement.
- 6) Annual leave and/or sick leave previously approved will not be rescinded because of implementation of the Department's Quality Improvement Program.
- 7) Employee work schedules will be administered in accordance with Article 16 of the HUD/AFGE Agreement.
- 8) Employee telework will be administered in accordance with Article 18 of the HUD/AFGE Agreement.
- 9) When a Quality Improvement Project results in proposals for changes to personnel policies, practices, and/or working conditions, the parties will engage in pre-decisional discussions, to the fullest extent practicable, prior to the issuance of the Article 49 notification.


- 10)** The Union may monitor the standard procedures and related activities of the Quality Improvement program. This includes keeping in contact with bargaining unit employees participating in the program and/or by attending meetings and participating in Quality Improvement activities in accordance with the Union's Statutory rights.
- 11)** Quality Improvement Team members will be selected based on their involvement in the process being reviewed. Management and the Union agree that the minimum criteria should include, but is not limited to, employees' interest, qualifications, core competencies, skill sets, experience and knowledge. If an employee does not have all core competencies and experience in all the aforementioned criteria, the parties agree that it will not automatically disqualify the employee from eligibility as a Quality Improvement Team member. However, Management has the final decision on team composition.
- 12)** The implementation of Quality Improvement and its procedures will comply with the Departmental Reasonable Accommodation Policy and Article 45 of the HUD/AFGE Agreement.
- 13)** Management and the Union agree that as a best practice the Quality Improvement facilitator should be outside the Quality Improvement Team area, if possible. The parties agree that the minimum criteria for selecting a facilitator should include, but is not limited to, employees' interest, qualifications, core competencies, skill sets, experience and knowledge. If an employee does not have all core competencies and experience in all the criteria, the parties agree that it will not automatically disqualify the employee from eligibility as a Quality Improvement Facilitator. Management has the final decision on the selection of Quality Improvement Facilitators. There will be no adverse actions against Bargaining unit employees who decline to sign the Facilitator's Confidentiality Agreement
- 14)** To the extent possible, management will rebalance workload to avoid an unnecessary burden to employees participating as part of a quality improvement team. Such adjustments shall not diminish an employee's right to fair and equitable treatment in accordance with the HUD/AFGE Agreement. If a dispute arises with respect to the fairness of the workload adjustment, the parties are encouraged to resolve it informally prior to any formal actions.
- 15)** Management will conduct performance management in accordance with Article 30 of the HUD/AFGE agreement. Management agrees to consider employee participation in quality improvement activities when applying performance standards and conducting appraisals.
- 16)** Employees who have no previous or recent experience with newly assigned duties as a result of implementation of quality improvement will receive training, as appropriate, in accordance with Article 29 of the HUD/AFGE Agreement. All Bargaining unit employees are eligible to participate in Quality Improvement

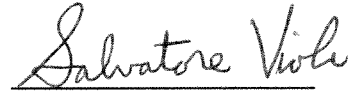
training. The Parties recognize the need for updating the training while allowing for flexibility. To the extent possible, training shall be standardized.


- 17)** Once the parties successfully complete negotiations of the implementation of Quality Improvement and its standard operating procedures, the program shall be presented to the bargaining unit before implementation.
- 18)** Quality Improvement meetings shall be conducted during regular duty hours and on official time in accordance with Article 55 of the HUD/AFGE Collective Bargaining Agreement. Additional topics or problems for study can be suggested by the Union or employees in Quality Improvement meetings and Union officials shall be able to participate in these discussions.
- 19)** Incentive Awards will be administered in accordance with Article 31 of the HUD/AFGE Agreement.
- 20)** Recommendations made by members of the Executive Operations Council subcommittee for quality improvement will be forwarded to the Chair with an indication of which members endorse which recommendations.
- 21)** Council 222 will have up to five members participating on the Executive Operations Council subcommittee for quality improvement. It is understood that no travel expenses will be approved and members in the field will participate via telephone or webcast.


FOR MANAGEMENT

FOR THE UNION



Mark Zaltman
Chief Negotiator

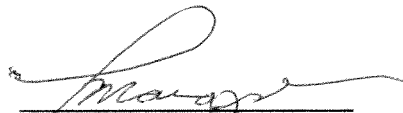

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May 18, 2017