

---

# Table of Contents

---

<b>Introduction</b> .....	<b>4</b>
<b>Chapter One</b>	
<b>Bargaining Basics</b> .....	<b>7</b>
The Bargaining Unit .....	8
The Union .....	9
Bargaining Unit Exclusions .....	12
Unit And Union Membership .....	13
<b>Chapter Two</b>	
<b>Getting Started</b> .....	<b>17</b>
Preparation Team .....	18
Bargaining Team Guidelines.....	20
Critical Bargaining Team Roles .....	22
An Effective Team Member .....	25
Anticipating Proposals .....	28
The Bargaining Book .....	29
<b>Chapter Three</b>	
<b>Rules of the Bargaining Process</b> .....	<b>33</b>
Ground Rules.....	35
Bargaining Categories .....	36
Prohibited Topics.....	38
Permissive Topics .....	41
Mandatory Topics .....	42
Negotiability Determinations .....	43
Official Time .....	46
Grievance Procedure .....	47
Grievance Procedure Limitations .....	49
Arbitration .....	51
The Arbitrator .....	54
Unfair Labor Practices .....	56

---

# Table of Contents

---

## Chapter Four

<b>Cooperative Labor-Management Partnerships .....</b>	<b>59</b>
Goals of Cooperative Labor-Management Arrangements .....	61

## Chapter Five

<b>Using Interest-Based Bargaining .....</b>	<b>65</b>
Executive Order 12871 .....	66
IBB Usually Involves These Steps.....	68
IBB Techniques.....	70

## Chapter Six

<b>Impasse Procedures.....</b>	<b>73</b>
The Federal Mediation And Conciliation Service (FMCS).....	74
The Federal Service Impasses Panel (FSIP).....	77
Impasse Options .....	78

## Chapter Seven

<b>Post-Negotiations .....</b>	<b>81</b>
Role Of The Bargaining Team.....	82
Role Of Management.....	84
Role Of The Union .....	86

## Chapter Eight

<b>Effects of Executive Order 13203 .....</b>	<b>89</b>
---	-----------

<b>Summary .....</b>	<b>94</b>
----------------------	-----------

<b>About The Author .....</b>	<b>95</b>
-------------------------------	-----------

<b>Books and Training courses available from Phil Varnak Associates .....</b>	<b>96</b>
---	-----------