



U.S. FEDERAL LABOR RELATIONS AUTHORITY

*Promoting and protecting labor-management relations
for effective, efficient Government.*



CONGRESSIONAL BUDGET JUSTIFICATION



2025



FLRA.GOV

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**UNITED STATES
FEDERAL LABOR RELATIONS AUTHORITY**



**Congressional Budget Justification
Fiscal Year 2025**

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EXECUTIVE SUMMARY

The U.S. Federal Labor Relations Authority (FLRA or Agency) is pleased to present its FY 2025 Congressional Budget Justification in the amount of \$32,100,000. This request represents an increase of \$2.7 million (9.2%) over the FY 2024 annualized Continuing Resolution rate of \$29.4 million. This funding would allow the agency to maintain current staffing levels, including by covering the anticipated pay raise.

The FLRA is an independent Federal agency created by Title VII of the Civil Service Reform Act of 1978, also known as the Federal Service Labor-Management Relations Statute (the Statute), 5 U.S.C. §§ 7101-7135. The FLRA is a small agency with a large mission: overseeing the labor-management programs of most Federal agencies. Thus, the FLRA is the rare type of agency whose performance actually affects other Federal agencies. The FLRA's governing statute requires the staffing of separate components including: an Office of General Counsel (OGC), headed by a Presidentially-nominated, Senate-confirmed (PAS) General Counsel, that prosecutes claims of unfair labor practices (ULPs) and oversees the elections of labor representatives (REP); an Authority component with three PAS Members who adjudicate cases; and the Federal Service Impasses Panel, which swiftly resolves bargaining impasses in lieu of strikes.

A fully functioning FLRA saves taxpayer dollars throughout the Federal Government. When it has sufficient staff, the FLRA reduces the time, money, and energy that agencies and their employees spend in labor disputes—so more of those resources can be focused on agency missions.

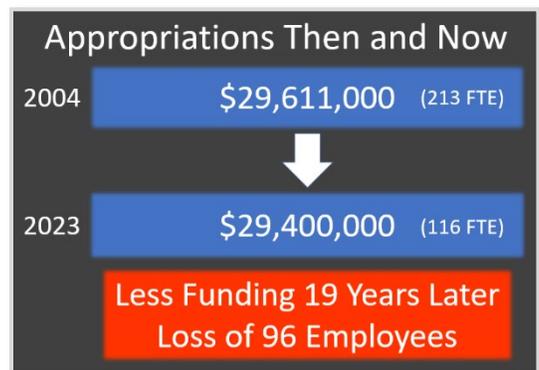
By resolving matters early, the FLRA saves taxpayers money in other ways. Many cases have damages that include backpay (payments for the length of time a person is out of work or working at reduced pay). The sooner those matters are adjudicated, the lower the Federal Government's potential liability. A recent settlement between the Department of Veterans Affairs (VA) and its union demonstrates how this is so. In that case, the OGC, the VA, and its union mediated a case involving wrongful employment actions against nearly 5,000 VA employees. With the help of one of the two mediators in the FLRA's Collaboration and Alternative Dispute Resolution Office (CADRO), the matter was then resolved. A significant element of damages in that case was backpay. As a result, delays in processing the case—including delays because there was insufficient staff to prosecute or mediate the matter—would have contributed to the amount that VA would have had to pay.

FLRA dispute resolution methods cost significantly less than litigation and often help to avoid future complaints. When alternative dispute resolution techniques, such as mediation, are used, the parties learn to better communicate with each other. This means better relations between managers and employees, better morale among both, greater employee engagement and productivity, and lower employee turnover. Conversely, when the FLRA loses the ability to timely issue and process ULP complaints, agencies and unions are more likely to bring their disputes to arbitration, which—according to recent Federal Mediation and Conciliation Service statistics—can cost approximately \$7,191.54 per arbitration. The FLRA can resolve those disputes for a fraction of that sum. Such benefits make the FLRA a cost-effective investment ensuring labor peace among 2.1 million Federal employees.

With this in mind, the FLRA’s budget message is simple: the Agency has long passed the point where it can do more with less. Without full funding, the FLRA will not be able to adequately staff its three major components. The FLRA understands that it will need to adhere to the Fiscal Responsibility Act of 2023. The FLRA’s FY 2025 budget takes that into account by not seeking to fund additional FTEs, despite the Agency’s strong reliance on staff. For FY 2025, the FLRA merely seeks to maintain its current workforce.

However, anything other than a pause on efforts to strengthen the FLRA’s workforce will place demands upon the Agency that it will not be able to meet long term. This is so for three reasons. First, inflationary pressures, including significantly higher labor costs, mean that the FLRA will have to cut FTEs or furlough its staff if its budget is funded at less than the full request of \$32,100,000. This is a major concern because many FLRA components are already understaffed. Second, long-term vacancies in PAS leadership are creating backlogs that will need to be addressed when those positions are eventually filled. Finally, since the FLRA has focused its budget on the most urgent mission-related priorities, resources for other priorities, including funding for modernization of its information technology (IT) systems, have been scarce. The FLRA can only economize and defer such costs for so long before critical problems occur. The FLRA must avoid that.

The long-term pressure of inflation is the single greatest budget challenge that the FLRA faces. The FLRA’s budget is particularly sensitive to changes in labor costs because roughly 80% of the Agency’s fiscal-year budget is used to fund employee compensation (salaries and benefits). FLRA funding has essentially remained flat for the past two decades even though general inflation and employee compensation have increased. Required to absorb these rising costs, the Agency has had to cut its workforce to adhere to its budget. In FY 2004, the FLRA employed 213 FTEs with a budget of \$29,611,000. In FY 2023, the FLRA staffed its three components with a workforce of just 116 FTEs and a budget of \$29,400,000. Thus—although the Agency’s mission and the scope of its statutory coverage have not changed—in FY 2023, the FLRA met its Congressionally-mandated functions with half as many employees as it had in FY 2004. The FLRA’s FY 2025 budget of \$32,100,000 will not fully address its current needs. But it will enable the FLRA to maintain its FY 2023 staff of 116 FTEs, which will help to stabilize the Agency in the short term.



In the long run, the FLRA will need additional funding to carry out its mission. FLRA components are fighting backlogs resulting from long-term PAS vacancies and increased case filings. The OGC provides a prime example of this. Without a PAS General Counsel, the OGC cannot file ULP complaints. From November 2017 through March 2021 there was no General Counsel or Acting General Counsel and recommendations on pending ULP complaints accumulated. When an Acting General Counsel was appointed in March 2021, OGC employees sprinted to act on 494 complaint recommendations. Knowing that the Acting General Counsel’s term would end in August 2023 (and not knowing when a General Counsel would be confirmed), the OGC further prioritized the investigation of pending ULP charges. As a result of the OGC’s hard work, between March 2021 and August 2023, the OGC not only cleared out the backlog of 494 complaint recommendations, but also authorized an additional 725 complaints, all of which have been resolved or will need to be litigated.

Despite these herculean efforts, the age of pending OGC cases has disproportionately increased because of staffing shortages. From 2020 to 2023 there was a 42% increase in case filings—but that led to a 62% increase in the caseloads of OGC professionals. Increased caseloads among OGC professionals have resulted in a 49% decrease in the number of timely OGC dispositions during that time period. The decrease in timely OGC dispositions further accelerated during the first quarter of FY 2024. The conclusion that must be drawn from these numbers is plain—recent years of budget cuts/austerity have already made it very difficult for the OGC to fulfill its Congressionally-mandated function in a timely manner. Moreover, the OGC is now back to where it started in March 2021—there is no General Counsel, so ULP complaint recommendations are accumulating, creating a backlog. The FLRA hopes that there will be a new General Counsel by FY 2025. One of their first tasks will be addressing a backlog of complaint recommendations and they will need staff to do that.

The flow of cases through the OGC impacts caseloads throughout the FLRA because the OGC litigates cases before the Authority and Office of Administrative Law Judges (OALJ). OALJ is currently staffed by only three Administrative Law Judges and two support FTEs, and the office is currently scheduled to try between 6-16 ULP cases per week through November 2024.

It is possible, though not certain, that ripples of the ULP backlog will then flow to the Authority, where there is already a developing backlog because of a critical PAS vacancy in the FLRA's Authority component. That component is normally composed of three PAS Members who adjudicate cases. For more than a year now, there have only been two Authority Members. When the two Members disagree on how a case should be decided, the case must be held in abeyance, pending the confirmation of a third Member who will serve as the deciding vote. There is a nominee for the third Member's position, and the FLRA very much hopes that there will be a new third Authority Member by FY 2025. But again, even if that happens, one of the tasks of the new Member will be helping to resolve cases held in abeyance and possible ULP cases that were delayed because of the General Counsel vacancy. Adequate staffing will be required to do that.

Attempting to address current and foreseeable backlogs has prompted the FLRA's committed workforce to work beyond capacity. For example, CADRO, which was responsible for resolving the VA case described above, is currently staffed by only two FTEs—both seasoned professionals who have worked at an unrelenting pace for over two years to help to resolve the flood of ULP cases that have recently come out of the OGC. CADRO resolves 90% of the cases that are brought to it. The FLRA has not been able to allocate an additional FTE to that office despite its successes and pleas for assistance, because the FLRA does not have the resources. If the FLRA could fund a third CADRO FTE, cases would be resolved more swiftly. Without the extra position the FLRA is risking losing two incredibly talented FTEs to burnout.

Finally, the FLRA must make investments in other critical areas. For example, the FLRA has been deferring for several years critical investments in its IT systems. This has meant that the FLRA's IT staff must care for aging systems that are increasingly vulnerable to cyberattacks. Only the talent of the Agency's IT staff has enabled the FLRA to avert such a disaster thus far, but each year the risk increases. Equally important, the FLRA cannot save long-term costs by moving towards more cost-effective and more secure, fully-electronic systems. The FLRA's continuing inability to fund its IT systems thus not only poses significant cybersecurity risks but also costs taxpayers money in the long run.

The FLRA cannot cut further FTEs without jeopardizing its ability to fulfill its mission. Maintaining a minimum level of 116 FTEs is imperative. The FLRA will need a budget of \$32,100,000 in FY 2025 in order to do that.

When the FLRA expeditiously and satisfactorily resolves workplace disputes, Federal agencies can focus their energies on accomplishing their respective missions. The cost savings and mission-related benefits the FLRA brings to the Federal Government as a whole justify the decision to fund the FLRA at a level that enables it to maintain its workforce even in the face of inflation.

If you have any questions regarding the FLRA's Congressional Budget Justification, please contact Michael Jeffries, Executive Director, at (771) 444-5686 or MJeffries@flra.gov.

U.S. FEDERAL LABOR RELATIONS AUTHORITY

BACKGROUND AND MISSION

The U.S. Federal Labor Relations Authority (the FLRA or the Agency) and its small staff of 116 full-time equivalents (FTEs) are responsible for establishing policies and guidance regarding labor-management-relations for 2.1 million non-Postal, Federal employees worldwide, approximately 1.2 million (60%) of whom are represented in 2,200 bargaining units. The FLRA was created by Title VII of the Civil Service Reform Act of 1978, also known as the Federal Service Labor-Management Relations Statute (the Statute).

The Statute protects the rights of Federal employees to form, join, or assist a labor organization, or to refrain from such activity, freely and without fear of penalty or reprisal. Those rights include acting for a labor organization as a representative and, in that capacity, presenting the views of the organization. Employees also have the right to engage in collective bargaining with respect to conditions of employment through representatives chosen by the employees.

The FLRA's mission is to exercise leadership in preventing and resolving labor-management disputes, giving full effect to the collective-bargaining rights of employees, unions, and agencies. Although the FLRA is a small agency, accomplishing its mission in an effective and efficient manner is key to enabling the Federal Government, as a whole, to adapt to changing circumstances; to continue delivering the highest quality services to the American public; and to deliver a nimbler, more innovative Federal Government.

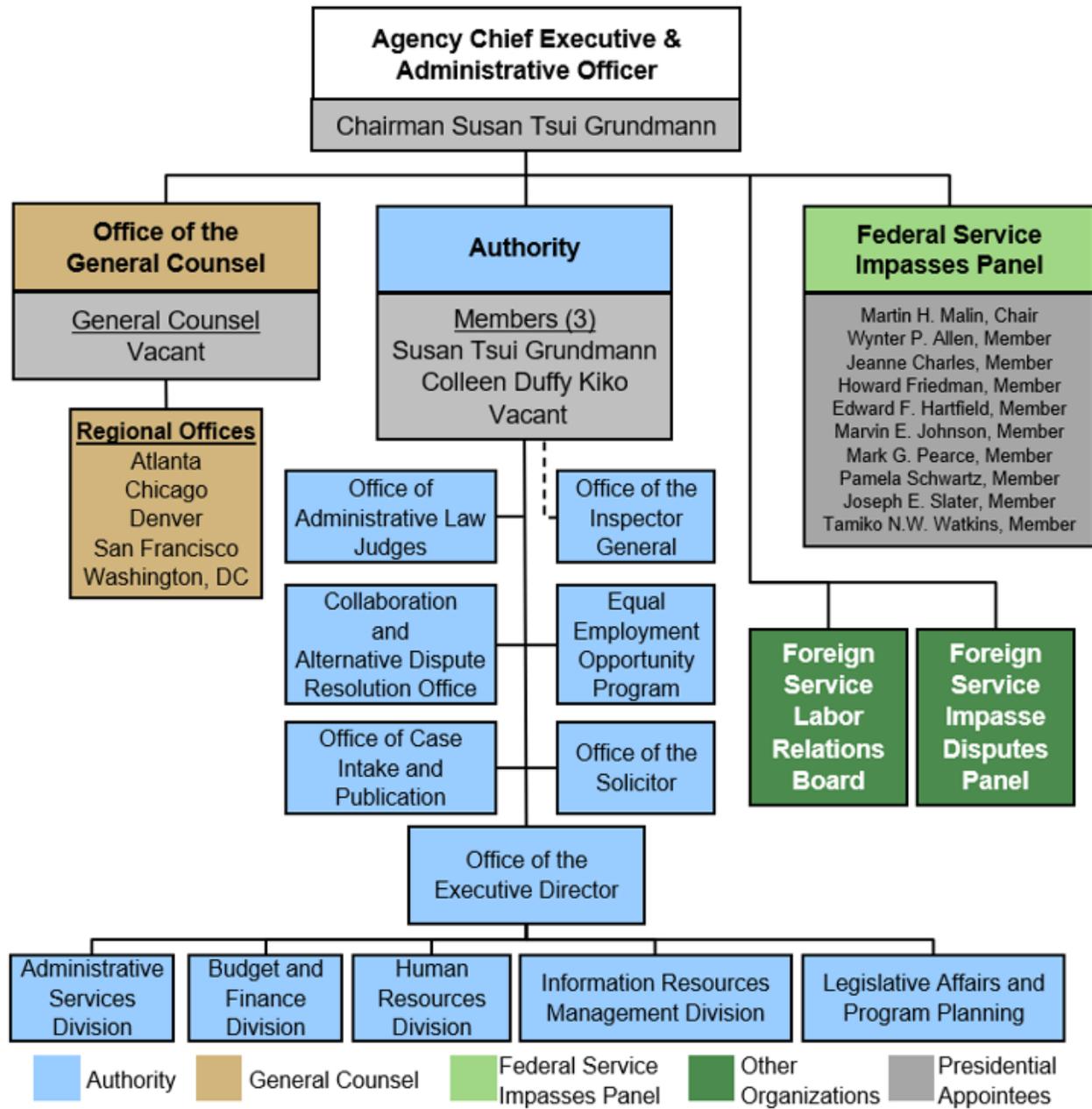
Funds spent on the FLRA also result in cost savings governmentwide. This is because the FLRA resolves labor disputes through a combination of: alternative dispute resolution (ADR); adjudicating arbitration and negotiability appeals; deciding representation (REP) questions concerning bargaining-unit determinations and elections; and prosecuting and adjudicating unfair labor practices (ULPs). The vast majority of FLRA disputes are resolved before they go before its Authority component. Indeed, over 90% of ULPs filed against unions and agencies between 2018 and 2021 were resolved without the need for the FLRA's Office of General Counsel (OGC) to issue a complaint. In cases in which the OGC issued a ULP complaint, close to 90% were resolved before an administrative trial.

The benefits of using the FLRA's methods of dispute resolution are enormous. Not only are litigation and other costs lower—typically significantly lower—but future complaints are often avoided. When ADR techniques, such as mediation, are used, the parties learn to communicate better with each other. This means better relations between managers and employees, better morale among both, greater employee engagement and productivity, and lower employee turnover. Such benefits make the FLRA a cost-effective investment ensuring labor peace among 2.1 million Federal employees.

ORGANIZATIONAL STRUCTURE

The FLRA consists of the Authority, the OGC, and the Federal Service Impasses Panel (FSIP or the Panel). The Agency also provides full staff support to two other organizations, the Foreign Service Impasse Disputes Panel and the Foreign Service Labor Relations Board.

Federal Labor Relations Authority



The Authority

The Authority, the FLRA's bipartisan, adjudicatory body is normally composed of three full-time Members appointed by the President with the advice and consent of the Senate. The Members are appointed for fixed, five-year, staggered terms, and the President designates one Member to serve as Chairman. The Chairman acts as the Agency's chief executive and administrative officer.

Congress directed the Authority, first and foremost, to "provide leadership in establishing policies and guidance" related to the purposes of the Statute. The Authority is specifically empowered to resolve disputes over the negotiability of proposals made in collective bargaining; resolve exceptions to grievance-arbitration awards; determine whether conduct alleged in a complaint constitutes an ULP; and review decisions of Regional Directors in REP disputes over bargaining-unit determinations and elections. Authority Members appoint Administrative Law Judges (ALJs) to hear and prepare recommended decisions in cases involving ULP complaints. The ALJs' recommended decisions may be appealed to the Authority. The Authority also provides training for Federal agencies, unions, and neutrals on a variety of topics related to the Statute.

Offices and programs under the Authority's jurisdiction include the Office of the Executive Director, Office of Administrative Law Judges (OALJ), Collaboration and Alternative Dispute Resolution Office (CADRO), Office of Case Intake and Publication (CIP), Office of the Solicitor, and the Equal Employment Opportunity Program (EEO Program). The Office of Inspector General (OIG) is an independent entity within the Authority.

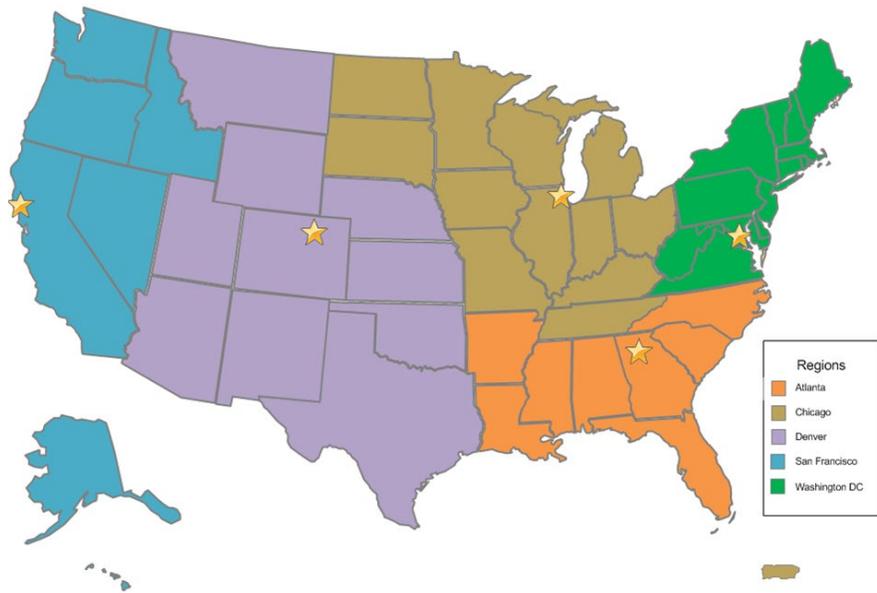
Office of the General Counsel (OGC)

The General Counsel, appointed by the President with the advice and consent of the Senate, has separate and independent responsibilities from the Authority. Under the Statute, the General Counsel has sole responsibility for the investigation and prosecution of ULP charges and complaints. The General Counsel's determinations in these matters are final and unreviewable. The General Counsel has direct authority over, and responsibility for, all employees in the OGC, including those in the FLRA's Regional Offices.

The General Counsel has a small staff at FLRA Headquarters, located in Washington, D.C. Headquarters management provides administrative oversight; develops policies, guidance, procedures, and manuals that provide programmatic direction for the Regional Offices; provides training and education for the parties; and processes appeals from the Regional Offices' dismissals of ULP charges. Each Regional Office is headed by a Regional Director who provides leadership and management expertise for their respective Regions.

The Regional Offices, on behalf of the General Counsel, investigate and resolve alleged ULP charges; file and prosecute ULP complaints at trials before an ALJ; effectuate compliance with settlement agreements and Authority Orders; and provide training and ADR services. In addition, through delegation from the Authority, the Regional Offices investigate and resolve REP petitions and conduct secret-ballot elections. All ULP charges and REP petitions are filed in the Regions.

There are five Regional Offices located in Atlanta, Georgia; Chicago, Illinois; Denver, Colorado; San Francisco, California; and Washington, D.C.



Federal Service Impasses Panel (FSIP)

FSIP is composed of part-time Presidential appointees who are appointed to fixed, staggered, five-year terms. FSIP assists in resolving negotiation impasses between Federal agencies and labor organizations representing Federal employees that arise from collective-bargaining negotiations under the Statute and the Federal Employees Flexible and Compressed Work Schedules Act.

AGENCY TRENDS & CHALLENGES

Introduction

The primary challenges facing the FLRA are inflation and understaffing, especially within the OGC. Years of FTE cost inflation without a complementary increase in budgets, coupled with budget cuts in some years, required staff reduction by restructuring and attrition. Many of these cuts and attrition have mainly been borne by the OGC. For example, in 2003, the OGC had 66 professionals in seven Regional Offices to carry out its mission. By 2023, the OGC had only 27 professionals in five Regional Offices—a critical lack of resources.

While the FLRA understands the need to pause restaffing efforts, anything other than a pause on those efforts will make it very difficult, now and in the future, for the FLRA to accomplish its mission and will decrease the effectiveness of its efforts to bring labor peace to the Federal Government. It is imperative, however that the FLRA be funded at the full amount of its FY 2025 budget request.

Anything less than full funding will have negative impacts not only on the FLRA, but also on the budgets and operations of other Federal Government agencies. This is because the FLRA's early intervention in cases saves taxpayer money. The FLRA's strategic use of ADR techniques reduces the number of work hours agencies and unions need to expend on resolving workplace disputes. Even when ADR processes do not work, effective and efficient processing of charges and petitions save money in the long run. Meritless cases are dismissed and damages are limited in cases where there is merit. Early adjudication of cases involving backpay in particular saves taxpayer money—because the sooner those cases are resolved, the sooner any potential backpay liability is cut off.

If the FLRA does not have the ability to timely issue and process ULP complaints, agencies and unions are more likely to bring their disputes to arbitration, which is more time consuming and can cost—according to recent Federal Mediation and Conciliation Service statistics—approximately \$7,191.54 per arbitration. The FLRA can resolve those disputes for a fraction of that sum.

When the FLRA expeditiously and satisfactorily resolves workplace disputes, Federal agencies can focus their energies on accomplishing their respective missions. Given the cost savings and mission-related benefits the FLRA brings to the Federal Government as a whole, the FLRA's budget should be increased—not decreased or held flat.

The FLRA's FY 2025 budget will provide it with sufficient funding to maintain, not increase, its current workforce. Again, maintaining the FLRA's current workforce is crucial because over the past 20 years, the FLRA has had to do much more with much less. Consider these challenges:

- Funding that failed to keep pace with inflation—actual funding in FY 2004 (\$29,611,000) was slightly greater than actual funding in FY 2023 (\$29,400,000)
- Significant FTE cuts resulting from inadequate funding—from 213 in FY 2004 to 116 in FY 2023, a 46% staff reduction.
- Long-term vacancies in key positions—
 - Authority Members
 - General Counsel and Deputy General Counsel, including no General Counsel from November 2017 to March 2021, and August 2023 to present

Two decades of flat budgets that did not keep pace with inflation have strained the FLRA's ability to accomplish its mission. Each year, the FLRA makes tough choices about where to spend its limited budget. Each year the FLRA prioritized spending to maintain its staff. Even so, it has had to reduce its number of FTEs. The FLRA long ago learned to live with limited employee development training and travel budgets. It regularly delays purchasing needed equipment and filling positions (hiring lags). This contributes to several negative outcomes. When labor and other costs increase without a corresponding increase in the FLRA's budget, the FLRA is forced to reduce the only thing over which it has control—its headcount. Funding at less than the FLRA's FY 2025 budget of \$32,100,000 will mean that the FLRA may, once again, have to reduce its small staff. If that happened, reducing through attrition would be an unwelcome “best case” scenario. Reducing through attrition would further weaken the FLRA and make it, practically, impossible for the FLRA to carry out its mission while also ensuring quality, productivity, and timeliness.

Cuts to the FLRA's workforce will result in increased backlogs and delayed case processing times across all FLRA components. As referenced above, such backlogs not only affect the FLRA—they affect the agencies whose disputes are adjudicated by the FLRA. Unresolved labor-management issues mean lingering disputes that distract from workplace missions. FLRA backlogs also make it more likely that employees and agencies will turn to costly arbitrations in an effort to get their disputes heard more quickly—but less effectively.

One 2018 example demonstrates the effectiveness of FLRA processes. In that dispute, the FLRA found that the Bureau of Prisons had engaged in wage and hour violations affecting 450 employees over a nine-year period. Ultimately the FLRA worked to resolve the issue—resulting in payments to the affected employees. Litigating the claims through arbitration or court would have cost the Federal Government substantially more than FLRA processes did. Continuing fiscal austerity, however, strains the FLRA's ability to promptly resolve matters such as these.

Equally important, further staff cuts would likely to result in the loss of some of the FLRA's most productive employees as a result of employee burnout. This is because FLRA employees, trying to keep pace with increased case filings and backlogs despite decreased staff, have been working at an unsustainable rate for several years. Without additional support, even the most dedicated staff members may eventually decide that it is healthier to move on rather than continue to push a boulder up a mountain.

Finally, budget constraints force the FLRA to make painful decisions between funding for the most urgent mission-critical activities and funding for other priorities. For example, the FLRA has had to defer significant IT investments in everything from mandated cybersecurity improvements to day-to-day IT operations technology. This is a serious concern because the prolonged absence of funding for critical administrative infrastructure, such as cybersecurity, IT equipment, and technology modernization impairs the FLRA's ability to work efficiently and leaves the FLRA vulnerable to cyberthreats. The FLRA has done its best to shuffle mission priorities and keep mission-critical functions working. But doing so indefinitely puts the FLRA at very serious risk.

FLRA staff will continue to diligently carry out the FLRA's mission. The effectiveness of their hard work, however, depends on full funding in FY 2025.

Office of the General Counsel

The OGC plays a fundamental role in facilitating orderly, efficient, and effective, change within the Federal Government. Inadequate staffing interferes with the OGC's ability to promptly investigate and resolve ULP charges and REP petitions. Given the high rate of unionization in the Federal Government, workplace change frequently requires collective bargaining or a representation proceeding, or both. Indeed, the vast majority of ULP and REP cases are filed in response to a management-initiated change in conditions of employment. One only need look at the effect of the pandemic on government-wide operations to imagine the complex nature of negotiations between agencies and the labor organizations that represent their employees. The OGC has highly sought-after expertise on matters related to the Statute that agencies and labor organizations often lack.

The pace at which the OGC resolves these ULP and REP cases directly affects the pace of Government change. The Statute generally requires management to maintain the *status quo*

during negotiations and during the pendency of a representation proceeding. The core purpose of the Statute is to promote collective bargaining as a means of fostering improved Government operations, employee performance, and quality of work life. Hence, the quality and timeliness of OGC case investigations and dispositions, and the extent to which OGC agents are able to take full advantage of dispute resolution opportunities, directly impact the effectiveness and efficiency of Government change.

Prompt resolution of cases also saves the Federal Government money. Meritless cases are swiftly dismissed. Liability in cases with merit is limited. If a case merits the award of backpay, quickly adjudicating the case will mean fewer years of backpay because there will be less time from the violation to the remedy.

Unfortunately, the OGC is losing ground because its staff have reached the limits of their ability to do more with less. Instead, diminishing staff resources and increasing caseloads are resulting in delays in the issuance of cases and an aging pending caseload. Any cut in OGC staff will exacerbate this trend. The problem has not been the productivity of OGC staff, which has been nothing short of remarkable during the past two and one-half years. Between November 2017 and March 2021, there was no Presidentially-nominated, Senate-confirmed General Counsel and, during that time, no ULP complaints could be issued. When an Acting General Counsel was designated in March 2021, there were 494 cases in which complaint decisions had to be rendered. From March 2021 through August 2023, the OGC cleared out that backlog by resolving the cases through settlement or litigation before the OALJ. However, more than simply eliminating the backlog, the OGC investigated newly-filed ULP charges and authorized an additional 725 complaints, all of which have been resolved or will be litigated. The OGC has trials set before the OALJ through November 2024.

Such achievements could not have been made without a highly-talented workforce of professionals, dedicated to the mission of the OGC. The problem has been the amount of work that OGC professionals have to do. OGC staffing is at historically low levels. OGC professionals have been litigating, and continue to litigate, the largest inherited inventory of complaint cases in the history of the OGC—in addition to newly-authorized complaints. This fact, plus increased ULP and REP case filings, have resulted in caseloads¹ that are nearly double the number of cases that an OGC professional can sustainably carry.² In order to perform their mission essential functions, the Acting General Counsel deprioritized all other work and important work has been delayed.

Higher caseloads have translated to increasing backlogs and decreases in the number of timely-issued decisions. For example, from 2020 to 2023 there was a 42% increase in case filings, but a 62% increase in OGC professional's caseloads. Increased caseloads resulted in a 49% decrease in timely OGC actions during the same period. That trend accelerated in the first quarter of FY 2024. During that quarter the OGC issued timely initial ULP decisions in

¹ A “caseload” is the number of ULP and REP cases a professional is assigned to investigate and bring to a final action. Investigations often take months of work, gathering evidence and obtaining testimony from witnesses, before a final action can be taken by the Regional Director, on behalf of the General Counsel. While investigations are occurring and as final actions are taken on some cases, more cases are assigned to the professionals on a daily basis.

² In 2018, the ULP/REP investigatory caseload for the then-42 OGC professionals was 74 cases per agent cases per year. In 2023, 27 OGC professionals had caseloads of approximately 104 cases per agent.

only 57% of its cases. It issued timely initial decisions in REP cases in only 63% of its cases. The conclusion that must be drawn from these numbers is plain—recent years of budget austerity and the inability to hire more staff have already made it difficult for the OGC to fulfill its Congressionally-mandated mission in a timely manner.

OGC professionals are working beyond a sustainable capacity. Although they are again doing so without a General Counsel, the OGC hopes that officer will be in place in FY 2025. The addition of a General Counsel would help to boost the morale of OGC employees and enable them to return to a normalized working environment. The OGC will only be able to do that, however, if the current OGC workforce is maintained. Cuts to its current workforce will result in greater backlogs, and longer delays in resolving cases.

Authority

As discussed above, the Authority is normally composed of three FLRA Members, each of whom has a staff. The FLRA Members and their staffs (also known as the Authority component) write the decisions interpreting the Statute and resolve cases brought by parties. Those decisions have become the body of caselaw that shapes the way that labor law works in the Federal Government. It is imperative to continue to fully fund Member offices so that the Authority can continue to process cases and carry out other vital functions.

Over the past few years, in order to address a backlog, the Authority successfully focused most of its efforts on reducing the age of cases. In FY 2021, the Authority closed more cases than it closed in any of the prior five years. In FY 2022 and FY 2023, the Authority continued that trend, ending each year with 100 pending cases—fewer than half of the 217 cases pending at the end of FY 2020.

During those years, however, the Authority's focus on reducing its caseloads prevented it from carrying out other vital initiatives. Specifically, the Authority was unable to devote time or resources to: implementing much-needed, long-overdue updates to its regulations, including its negotiability and procedural regulations; providing training to FLRA parties; and developing and updating its training materials and guidance documents, including guidance documents that have not been updated in over a decade.

Beginning in FY 2023, the Authority began to undertake some of these initiatives, updating its negotiability and certain procedural regulations; forming an agency-wide task force to recommend additional regulatory updates; and ramping up training initiatives. The Authority was able to do so while continuing to issue decisions at a relatively steady pace.

Since January 2023, however, the Authority's ability to issue timely decisions has been made more difficult by a lack of a full complement of three Members. Although the Members continue to agree on most cases (and issue decisions accordingly), they do not agree on every case. As of February 29, 2024, the absence of a third Member to "break the tie" had caused 32 cases to go into abeyance. If a new Member is not confirmed expeditiously, this number will grow.

Further, due to the FLRA's existing budgetary constraints, the Authority reduced the number of Member-staff-attorney positions by 25% for FY 2024. Assuming that a third Member is confirmed soon, and that new case filings remain fairly steady, Authority staff should be able to make headway in resolving cases held in abeyance. Continued staffing at FY 2024 levels

may also avoid the development of significant new case backlogs and allow for the issuance of decisions in a reasonably timely manner. But to even make it possible for the Authority to keep up with its caseload (particularly in light of new ULP cases that may be appealed to the Authority after the OALJ renders initial recommended decisions on them), it is crucial that the Members be able to keep their current FTEs.

Anything less than the full budget of \$32,100,000 will require the FLRA to cut funds from an overstretched budget, probably from its personnel budget. If further cuts are made to Member staffs, that will make it difficult for the Authority to render timely decisions to resolve parties' disputes. This could have ripple effects, because unresolved workplace disputes will linger. Such lingering unresolved disputes can create distractions that adversely affect the ability of agencies and their employees to focus on their missions. Further, failing to fully fund the Authority will prevent it from continuing its vital, long-overdue initiatives to update its regulations and to ramp up its provision of training, as well as updating its outdated guidance materials. Providing up-to-date training and guidance is essential because less-informed parties often are more prone to engage in unnecessary, timely, and costly litigation—thereby further adding to the Authority's decisional caseload and impairing government efficiency generally.

In addition to the Member staffs, there are several other offices and programs under the Authority's purview, including the Office of the Executive Director, OALJ, CIP, CADRO, Office of the Solicitor, and the EEO Program.

Full funding of these offices enables the FLRA to operate efficiently, effectively, and in accordance with appropriate administrative and legal standards. CADRO and OALJ, in particular, provide direct mission-related support. The OALJ provides support by issuing recommended decisions in ULP cases; CADRO by resolving cases so that they do not need to be adjudicated further. Given current austerity measures, the FLRA's budget will not enable it to fund additional FTEs in CADRO or the OALJ—even though both components need additional support in light of the exceptionally high number of ULP complaints the OGC issued during the two and a half years when it had an Acting General Counsel. However, the FY 2025 budget will enable the offices to maintain their current staffing levels.

Office of Administrative Law Judges (OALJ)

During the past year, the OALJ worked on the unprecedented backlog of ULP cases generated by the lack of a General Counsel from 2017 until an Acting General Counsel was appointed in 2021. From that time until the end of the Acting General Counsel's tenure in August 2023, the OGC filed 691 complaints with the OALJ. To meet this demand during the pandemic, the OALJ developed a virtual hearing program to conduct trials across the country. The re-establishment of CADRO and the filling a vacancy for a third ALJ, contributed greatly to resolving many of the 691 complaints before trial or hearing.

The three ALJs are currently scheduled to try between 6-16 ULP cases per week through November 2024. For the next year and a half, the ALJs will regularly receive and act upon motions in preparation for trials. Their judicial duties and time are completely scheduled. The return to in-person hearings requires additional time and expenses for travel. OALJs have pending complaints in every part of the world where Federal employees work—from Italy to Guam and everywhere in the United States. Holding hearings outside of D.C. requires ALJs to travel, and travel entails additional time and expense.

ALJs conduct hearings and issue recommended decisions in cases involving alleged ULPs, but they also author decisions in cases without conducting hearings based upon preliminary matters. In addition, they render recommended decisions involving applications for attorney fees filed under the Back Pay Act and the Equal Access to Justice Act.

In recent years, the OALJ has operated on a skeletal staff composed of a single administrative support paralegal and a single attorney advisor to conduct and perform legal research in complicated cases as well as overseeing the technical aspect of the new virtual-trial processes. This, and the dramatic increase in ULP cases, is why in its last three budget requests, the OALJ has requested two additional attorney advisors. The FLRA's FY 2025 budget will not enable it to fund additional OALJ FTEs, but it will help the FLRA to avoid cuts that would dramatically impair the already stretched OALJ's ability to function.

Collaboration and Alternative Dispute Resolution Office (CADRO)

CADRO is the FLRA's highly successful and vitally important Collaboration and Alternative Dispute Resolution Office. For almost three decades, CADRO has been key to the FLRA's mission performance and efficient operation. Like ADR generally, CADRO has earned significant bipartisan support. CADRO staff size is already so small, at only two FTEs, that it simply cannot withstand the loss of even one FTE.

CADRO dispute resolution services offer FLRA parties informal, voluntary, and confidential ways to successfully resolve negotiability disputes and arbitration exceptions pending before the Authority. CADRO is also available to help FLRA parties resolve representation petitions and pre-complaint ULP charges. In addition, members of the CADRO staff serve as ULP Settlement Officials for the Settlement Judge Program in the FLRA's OALJ. When appropriate, FLRA parties can use CADRO to address related collective bargaining matters and other labor-management disputes.

Externally, CADRO-staffed dispute resolution services help other agencies and unions prevent complex, sensitive labor disputes from impairing either mission performance or work life quality. The services also help to improve essential workplace engagement. Internally, CADRO helps make FLRA case processing far more effective and efficient, and helps resolve cases in ways that prevent unnecessary litigation and its attendant costs.

During the most recent two-year period, data supports the estimate that parties to FLRA cases would have had to wait three to five additional *years* for their ULP cases to be resolved through normal litigation channels. The other alternative would have been for the FLRA to spend more than \$5 million on additional ALJs and supporting staff to decide the cases that were instead resolved with the assistance of CADRO staff. Parties to FLRA cases most likely would have had to collectively spend additional millions to litigate cases they instead resolved with the assistance of CADRO staff.

In FY 2025 and beyond, CADRO must continue to play a crucial role in accomplishing the FLRA's performance goals of resolving cases and reducing litigation and its attendant costs. CADRO will continue to help prevent and reduce case backlogs for the Authority and ALJs. The OALJ's ULP complaint caseload continues to skew the application of CADRO resources heavily in that direction. In FY 2025, the OALJ will expect CADRO staff to continue conducting settlement conferences in ULP complaint cases so as to prevent ULP complaints from becoming unnecessarily backed up waiting for trial. In addition, the Authority will expect CADRO staff to continue resolving sensitive arbitration exceptions (appeals) and

complex legal issues in negotiability cases so that Members and their attorneys can adjudicate other matters on the Authority’s docket and timely perform other critical functions discussed above.

CADRO currently performs its work with two seasoned professionals. But performing the essential functions identified in this section is unsustainable with just two CADRO FTEs. Those two cannot possibly continue keeping pace with projected requests to resolve ULP complaints pending before ALJs, in addition to mediating arbitration exceptions and complex negotiability cases containing hundreds of legal disputes pending before the Authority Members. Nor have the two FTEs been able to fully satisfy joint agency and union requests for training, facilitation, and assistance repairing and improving essential labor-management relationships. Moreover, already-reduced Authority staffing, expected Authority caseloads, and other priorities for Authority staff make it unlikely that non-CADRO staff at the FLRA can continue providing the same level of essential support in CADRO cases that they historically have provided—particularly given that the FLRA will not be able to fund additional FTEs on the Authority Members’ and CIP staffs in FY 2025.

CADRO is the only vehicle through which the FLRA can perform the mission-critical functions identified in this section. If the FLRA’s budget does not permit retention of both CADRO FTEs, there will be no choice but to stop performing most of these mission-critical functions. The FLRA, other agencies, unions, and taxpayers cannot afford such an outcome.

Office of the Executive Director

A major challenge within the Office of the Executive Director is related to inflationary and other pressures experienced by the FLRA’s mission-related components. When there are funding needs and shortfalls, the FLRA has focused on tightening its small administrative budget. Unfortunately, the Agency has reached its breaking point in all areas, including administrative functions. The situation on the administrative side, particularly in the area of IT investment, is becoming urgent. Critical IT infrastructure and hardware are aging past their end-of-life schedule. Full funding of \$32,100,000 is necessary to enable the FLRA to simply maintain its current systems.

IT Investment, Cybersecurity, and Modernization

Even full funding of the FLRA’s FY 2025 budget will, unfortunately, mean that the FLRA will again defer long overdue IT investments necessary to maintain safe, secure, effective, and modern IT systems. In FY 2022 and FY 2023, the FLRA was underfunded and could not afford to pay for these needed efforts. At the level of \$32,100,000, the FLRA will again have to defer significant IT investments in everything from mandated cybersecurity improvements to day-to-day IT operations technology. This is a problem because the prolonged absence of funding for critical administrative infrastructure, such as cybersecurity, IT equipment, and technology modernization impairs the FLRA’s ability to work efficiently and leaves the FLRA vulnerable to cyberthreats. The FLRA has done its best to shuffle mission priorities and keep mission-critical functions working. But doing so indefinitely puts the FLRA at very serious risk.

Federal Service Impasses Panel

Congress gave FSIP a unique and important task—resolving bargaining impasses. Private-sector employees can strike when they are at impasse with their employers. Federal-sector

employees may not strike. Congress designed FSIP processes to be an alternative to strikes. Parties who are at impasse submit their disputes to FSIP. FSIP Members may then use a wide variety of tools—from ADR to swift, Solomonic decisions about competing proposals.

In FY 2023, FSIP exceeded all of its timeliness measures for assisting parties in resolving their negotiation impasses. Specifically, it issued its decision to decline jurisdiction on cases not appropriately before the Panel within 140 days of the date that the parties filed their request for assistance in 100% (18/18) of cases. It assisted the parties in achieving voluntary settlement within 160 days of the date that the parties filed their requests for assistance in 100% (18/18) of cases. It issued its final order within 200 days of the date that the parties filed their request for assistance in 86% (6/7) of cases.

Although in prior years the Panel received an average of 140 requests for assistance per year (averaging close to 11 new filings per month), in 2020, the Panel received 90 filings (an average of 8 new filings per month); in 2021 it received 68 filings (an average of 6 new filings per month); and in 2022, 92 filings (an average of 8 new filings per month). The trend of an average of 8 new cases a month is expected to continue. While either party engaged in the collective bargaining process is free to request the Panel's assistance in bringing closure to the collective bargaining process, in FY 2023, the Union was the filing party in 64% of requests filed with the Panel. For comparison, in FY 2021, the Agency was the filing party in 54% of requests filed with the Panel.

During the past few years, FSIP has received more requests for assistance that involve impasses over flexible and compressed work schedules and impasses over where employees will perform their work. Over 30% of the requests for assistance in FY 2023 involved work schedules because FSIP has sole jurisdiction to resolve the disputes under the Alternative Work Schedules Act.

FSIP currently operates with four FTEs who support 10 Presidentially-appointed Special Government Employees (SGEs). If the FLRA's FY 2025 budget is fully funded, FSIP will continue to meet its timeliness and productivity goals.

CURRENT SERVICES ESTIMATE

The FLRA is requesting \$32,100,000 in 2025 to address its statutory and regulatory responsibilities. That amount will allow the FLRA to maintain a workforce of 116 FTEs.

(In thousands of dollars)

Program Activity	FY 2023 Actual	FY 2024 Annualized CR Rate	FY 2025 Request	Change from FY 2024
Authority	\$ 18,456	\$ 18,474	\$ 20,170	\$ 1,697
Office of the General Counsel	\$ 9,866	\$ 9,876	\$ 10,783	\$ 907
Federal Service Impasses Panel	\$ 1,049	\$ 1,050	\$ 1,147	\$ 96
Direct Obligations	\$ 29,372	\$ 29,400	\$ 32,100	\$ 2,700
FTEs	109	116	116	0

BUDGET JUSTIFICATION

Appropriations Language

FEDERAL LABOR RELATIONS AUTHORITY SALARIES AND EXPENSES

For necessary expenses to carry out functions of the Federal Labor Relations Authority, pursuant to Reorganization Plan Numbered 2 of 1978, and the Civil Service Reform Act of 1978, including services authorized by 5 U.S.C. 3109, and including hire of experts and consultants, hire of passenger motor vehicles, and including official reception and representation expenses (not to exceed \$1,500) and rental of conference rooms in the District of Columbia and elsewhere, \$32,100,000, of which \$1,075,563 will be made available to support the Office of the Inspector General's anticipated operating expenses: Provided, That public Members of the Federal Service Impasses Panel may be paid travel expenses and per diem in lieu of subsistence as authorized by law (5 U.S.C. 5703) for persons employed intermittently in the Government service, and compensation as authorized by 5 U.S.C. 3109: Provided further, That, notwithstanding 31 U.S.C. 3302, funds received from fees charged to non-Federal participants at labor-management relations conferences shall be credited to and merged with this account, to be available without further appropriation for the costs of carrying out these conferences.

Note.—A full-year 2024 appropriation for this account was not enacted at the time the Budget was prepared; therefore, the Budget assumes this account is operating under the Continuing Appropriations Act, 2024 and Other Extensions Act (Division A of Public Law 118–15, as amended). The amounts included for 2024 reflect the annualized level provided by the continuing resolution.

2025 Funding Request

\$32,100,000

The FY 2025 budget for the U.S. Federal Labor Relations Authority in the amount of \$32,100,000 is necessary to meet statutory and regulatory responsibilities. The Agency's FY 2025 request will fund 116 FTEs, including its continued funding for 3 FTEs for its Office of Inspector General.

(In thousands of dollars)

Program Activity	FY 2023 Actual	FY 2024 Annualized CR Rate	FY 2025 Request	Change from FY 2024
Authority	\$ 18,456	\$ 18,474	\$ 20,170	\$ 1,697
Office of the General Counsel	\$ 9,866	\$ 9,876	\$ 10,783	\$ 907
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Direct Obligations	\$ 29,372	\$ 29,400	\$ 32,100	\$ 2,700
FTEs	109	116	116	0

Program and Financing Schedule

(In thousands of dollars)

	FY 2023 Actual	FY 2024 Annualized CR Rate	FY 2025 Request
Budgetary resources:			
Unobligated balance (total)	\$ 1,500	\$ 205	\$ 205
Appropriation, discretionary (total)	\$ 29,400	\$ 29,400	\$ 32,100
Spending authority from offsetting collections, discretionary (total)	\$ 8	\$ -	\$ -
Total budgetary resources	\$ 30,908	\$ 29,605	\$ 32,305
Status of budgetary resources:			
New obligations and upward adjustments	\$ 30,557	\$ 29,400	\$ 32,100
Unobligated balance, end of year	\$ -	\$ -	\$ -
Apportioned, unexpired account	\$ 113	\$ 50	\$ 50
Expired unobligated balance, end of year	\$ 238	\$ 155	\$ 155
Unobligated balance, end of year	\$ 351	\$ 205	\$ 205
Total budgetary resources	\$ 30,908	\$ 29,605	\$ 32,305
Outlays, net:			
Outlays, net, (total)	\$ 28,469	\$ 29,400	\$ 32,100
Agency outlay, net	\$ 28,469	\$ 29,400	\$ 32,100

Object Classification Schedule

(In thousands of dollars)

	FY 2023 Actual	FY 2024 Annualized CR Rate	FY 2025 Request
Direct obligations:			
Personnel compensation:			
Full-time permanent	\$ 16,118	\$ 17,084	\$ 18,773
Other than full-time permanent	\$ 272	\$ 30	\$ 322
Other personnel compensation	\$ 465	\$ 400	\$ 383
Total personnel compensation	\$ 16,855	\$ 17,514	\$ 19,478
Civilian personnel benefits	\$ 5,994	\$ 6,218	\$ 6,725
Travel and transportation of persons	\$ 64	\$ 25	\$ 97
Transportation of things	\$ 5	\$ 5	\$ 3
Rental payments to GSA	\$ 2,565	\$ 2,850	\$ 2,850
Communications, utilities, and misc. charges	\$ 226	\$ 225	\$ 304
Printing and reproduction	\$ 1	\$ 14	\$ 12
Other services from non-federal sources	\$ 2,133	\$ 1,245	\$ 1,726
Other goods and services from Federal sources	\$ 1,022	\$ 1,022	\$ 435
Operation and maintenance of facilities	\$ 8	\$ 4	\$ 21
Operation and maintenance of equipment	\$ 341	\$ 233	\$ 180
Supplies and materials	\$ 128	\$ 21	\$ 165
Equipment	\$ 30	\$ 24	\$ 104
Direct obligations	\$ 29,372	\$ 29,400	\$ 32,100
Reimbursable obligations:			
Travel and transportation of persons	\$ 6	\$ -	\$ 100
Reimbursable obligations	\$ 6	\$ -	\$ 100
Total new obligations	\$ 29,378	\$ 29,400	\$ 32,200

Employment Summary Schedule

	FY 2023 Actual	FY 2024 Annualized CR Rate	FY 2025 Request
Direct civilian full-time equivalent employment	109	116	116

Inspector General Resources

The Office of the Inspector General (OIG) provides independent and objective assessments of the FLRA's efficiency, effectiveness, and compliance with laws and regulations. This is accomplished through proactive evaluations of Agency operational processes. In addition to striving to prevent and detect fraud, waste, and abuse of the FLRA's resources and operations, a key goal of the Inspector General (IG) is to serve as a catalyst for improving operations and maximizing the efficiency and integrity of Agency programs.

In fulfilling these responsibilities and objectives, the IG conducts and supervises investigations, internal reviews, audits, and evaluations of the programs and operations of the Agency. The IG communicates the results of investigations and assessments to FLRA management, Congress, other oversight entities, and the public, as appropriate. Generally, the IG communicates results in formal reports that contain findings and recommendations aimed at correcting any deficiencies identified and promoting efficiency and effectiveness in Agency programs and operations. The IG also manages a hotline to provide employees and the public with a direct means for confidentially communicating information on potential fraud, waste, or abuse.

Resources for the OIG in the FLRA's FY 2025 Request

The FLRA's FY 2025 funding request includes \$1,075,563 for the OIG, fully funding the OIG's FY 2025 request, and the Agency's appropriations language expressly allocates funding for the OIG at this level. The IG's Budget Request for FY 2024 was \$1,059,609.

The OIG's request includes \$10,000 for training and \$4,286 to support the Council of the Inspectors General on Integrity and Efficiency. The IG has certified that the FLRA's funding request for the OIG satisfies all training requirements for FY 2025.

The FY 2025 request would also maintain the OIG staffing level from FY 2024. In FY 2024, after the Department of the Treasury discontinued a counsel-sharing arrangement that had been providing the FLRA OIG with part-time legal counsel since FY 2010, FLRA allocated an additional FTE to the OIG (resulting in a total of 3 FTE in OIG), to provide the IG with full-time, permanent legal counsel in accordance with the Inspector General Act of 1978, Section 3(g) (IG Act) (5 U.S.C. §403(g)). The additional attorney position will help the OIG function more effectively and independently. The IG had requested the additional FTE in the three previous fiscal years, beginning in FY 2021, but FLRA budget constraints had prevented the allocation. The FLRA's request funds 3 FTEs for OIG in FY 2025 to maintain the expected FY 2024 FTE level, including the attorney position meeting the IG Act's requirements.



UNITED STATES OF AMERICA
FEDERAL LABOR RELATIONS AUTHORITY
WASHINGTON, D.C. 20424-0001

INSPECTOR GENERAL

September 5, 2023

CRITICAL INDEPENDENCE ISSUE STEMMING FROM THE FEDERAL LABOR RELATIONS AUTHORITY OFFICE OF INSPECTOR GENERAL RESOURCES COMBINED INTO A SINGLE APPROPRIATION WITH THE AGENCY

The Federal Labor Relations Authority Inspector General (FLRA IG) is a Designated Federal Entity (DFE) appointed by the Federal Labor Relations Authority (Authority or FLRA). Unlike most presidentially appointed Inspector General's (IG) who receive separate appropriations from their agency, the FLRA OIG's resources are included in the agency's appropriation. This leaves the allocation of resources to the discretion of the agency which can allow the agency to limit the oversight capabilities of the OIG. This creates a critical independence issue.

In 2008, the Inspector General Reform Act (Pub. L. 110-149) was passed and included specific requirements concerning OIG budget submissions each fiscal year (FY).

Each IG is required to transmit a budget request to the head of the establishment or designated Federal entity to which the IG reports specifying: (1) the aggregate amount of funds requested for the operations of the OIG; (2) the portion of this amount requested for OIG training, including a certification from the IG that the amount requested satisfies all OIG training requirements for the FY; and (3) the portion of this amount necessary to support the Council of the Inspectors General on Integrity and Efficiency (CIGIE).

The President shall include in each budget of the U.S. Government submitted to Congress: (1) a separate statement of the budget estimate submitted by each IG; (2) the amount requested by the President for each OIG; (3) the amount requested by the President for training of OIGs; (4) the amount requested by the President for support of the CIGIE; and (5) any comments of the affected IG with respect to the proposal if the IG concludes that the budget submitted by the President would substantially inhibit the IG from performing duties of the OIG.

The additional budget specifications required by the Inspector General Reform Act (IG Reform Act) amendments may work for some DFE's whose agencies give them their full request. However, when agencies do not receive their request, the shortfalls included in a single appropriation may impact the OIG. This scenario is currently playing out at the FLRA. Since 2021, the OIG has been requesting one attorney position to fill the congressionally mandated requirement of legal counsel reporting to the IG and to provide oversight of the integrity of the FLRA through investigative activities. Each year, this resource has been declined by the agency which puts both the agency and IG at risk because the OIG is unable to conduct investigations and consult with legal counsel.

To correct this critical independence issue, the FLRA OIG requests the President and appropriators identify what resources included in the FLRA's appropriations are intended for the OIG.

Following the requirements of the IG Reform Act as specified above, the FLRA IG submits the following information relating to the OIG's requested budget for FY 2025:

- The aggregate budget request for the operations of the OIG is \$1,075,563
- The portion of this amount needed for OIG training is \$10,000; and
- The portion of this amount needed to support the CIGIE is \$4,286.

I certify as the IG of the FLRA that the amount I have requested for training satisfies all OIG training needs for FY 2025.



Inspector General
Federal Labor Relations Authority

ANNUAL PERFORMANCE PLAN

The FLRA organizes its Strategic Plan by three Strategic Goals. Each Strategic Goal has a number of Strategic Objectives. Each Strategic Objective has a number of Performance Goals with unique and trackable measures, which are used to determine the Agency's progress. This section outlines the Agency's performance goals and results across a 5-year period.

FLRA Strategic Goals

Strategic Goal #1	Strategic Goal #2	Strategic Goal #3
We will resolve disputes under the Federal Service Labor-Management Relations Statute in a timely, high-quality, and impartial manner.	We will promote stability in the Federal labor-management community by providing leadership and guidance through Alternative Dispute Resolution and education.	We will manage our resources effectively and efficiently in order to achieve organizational excellence.

Strategic Objectives

<p>1.1. Achieve or exceed case-resolution timeliness measures, as established by each component.</p> <p>1.2. Set a high standard of quality for the case-resolution process.</p>	<p>2.1. Offer high-quality outreach and prevention services, as well as reference resources, to promote more effective labor-management relations across the Federal Government.</p> <p>2.2. Maximize the use of Alternative Dispute Resolution practices in case resolution.</p>	<p>3.1. Recruit, retain, and develop a highly talented, motivated, and diverse workforce to accomplish the FLRA's mission.</p> <p>3.2. Improve usage of existing technology and deploy new IT systems to streamline and enhance organizational operations.</p> <p>3.3. Act as an effective steward of agency resources.</p>
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2022-2026 STRATEGIC PLAN PERFORMANCE GOALS

Performance Goal 1.1.1: Timely investigate, prosecute, and adjudicate each case type (ULP, REP, ARB, NEG, IMPASSE)

Performance Goal 1.1.2: Resolve overage cases in a timely fashion

Performance Goal 1.2.1: Develop a mechanism for soliciting external feedback on the FLRA case-resolution process

Performance Goal 1.2.2: Score highly on internal quality reviews regarding the case-resolution process

Performance Goal 2.1.1: Provide targeted training, outreach and prevention, and facilitation activities within the labor-management community.
Performance Goal 2.1.2: Provide effective, useful, up-to-date case-processing and case-law resources and trainings for the labor-management community.
Performance Goal 2.2.1: Successful resolution of a significant portion of FLRA cases through ADR.
Performance Goal 2.2.2: Expanded use of ADR in ARB cases.
Performance Goal 2.2.3: Examination of potential expanded use of ADR in REP cases.
Performance Goal 3.1.1: Demonstrate strong recruitment and retention practices.
Performance Goal 3.1.2: Maintain and grow agency expertise through employee development.
Performance Goal 3.1.3: Develop internal tools and benchmarks for skills assessment, training-needs assessment, and effective succession planning.
Performance Goal 3.2.1: Improve eFiling capability and maximize its use in receiving case filings.
Performance Goal 3.2.2: Enhance employee technology usage and skills at every level.
Performance Goal 3.3.1: Achieve high internal customer-service scores on delivery of administrative services.
Performance Goal 3.3.2: Meet or exceed established operational measures.
Performance Goal 3.3.3: Be a leader in the Federal Employee Viewpoint Survey and in the “Best Places to Work in the Federal Government” rankings.

STRATEGIC GOAL 1: WE WILL RESOLVE DISPUTES UNDER THE FEDERAL SERVICE LABOR-MANAGEMENT RELATIONS STATUTE IN A TIMELY, HIGH-QUALITY, AND IMPARTIAL MANNER

PERFORMANCE GOAL 1.1.1: TIMELY INVESTIGATE, PROSECUTE, AND ADJUDICATE EACH CASE TYPE (ULP, REP, ARB, NEG, IMPASSE).

PERFORMANCE GOAL 1.1.2: RESOLVE OVERAGE CASES IN A TIMELY FASHION.

Representation cases

The Statute sets out a specific procedure for employees to petition to be represented by a labor union and to determine which employees will be included in a “bargaining unit” that a union represents. Implementing this procedure, the OGC, on behalf of the Authority, conducts secret-ballot elections for union representation and resolves a variety of issues related to questions of union representation of employees. These issues include, for example, whether particular employees are managers or “confidential” employees excluded from union representation, whether there has been election misconduct on the part of agencies or unions, and whether changes in union and agency organizations affect existing bargaining units. Representation cases are initiated when an individual, a labor organization, or an agency files a petition with a Regional Office. After a petition is filed, the Regional Director conducts an investigation, which may include holding a hearing to determine the appropriateness of a unit or other matter related to the petition. After concluding such investigation, the Regional

Director may conduct a secret-ballot election or issue a Decision and Order, which is final unless an application for review (appeal) is filed with the Authority. The Authority resolves appeals to the Decision and Orders of the Regional Directors and these Authority decisions set legal precedent on the meaning and operation of the Statute in the representation context.

Unfair Labor Practice cases

The General Counsel has independent responsibility for the investigation, settlement, and prosecution, of ULP charges. ULP cases originate with the filing of an unfair labor practice charge in a Regional Office by an employee, a labor organization, or an agency. Once a charge has been filed, the Regional Office will investigate the charge to determine whether it has merit. If the Regional Director determines that the charge has merit, then the Regional Director will, absent settlement, issue and prosecute a complaint before an ALJ. If the Regional Director determines that the charge lacks merit, then the charging party is entitled to a written explanation, and, if not satisfied, may appeal that decision to the General Counsel in Washington, D.C. If the General Counsel upholds the dismissal, then the case is closed. The Authority has appointed ALJs to hear ULP cases prosecuted by the General Counsel. The OALJ transmits recommended decisions of the ALJs to the Authority, which may affirm, modify, or reverse the ALJs in whole or in part on exceptions (appeal). Authority decisions set legal precedent on the meaning, operation, and enforcement of the Statute. If no exceptions are filed to an ALJ's recommended decision, then the Authority adopts the recommended decision without precedential significance.

Arbitration cases

The Statute requires that collective-bargaining agreements between agencies and unions include negotiated grievance procedures that provide for binding arbitration of grievances. Either party to grievance arbitration may file with the Authority an "exception" to (an appeal of) an arbitrator's award. The Authority will review an arbitrator's award to which an exception has been filed to determine whether the award is deficient because it is contrary to any law, rule, or regulation, or on grounds similar to those applied by Federal courts in private-sector, labor-management relations. After the Authority issues a decision that resolves exceptions to an arbitration award, or no exceptions (or procedurally sufficient exceptions) are filed, the arbitration award becomes final and binding, and a party's refusal to comply with the award may be a ULP.

Negotiability cases

A primary responsibility of the Authority under the Statute is to resolve "negotiability" appeals. A Federal agency bargaining with a union may claim that a particular union proposal cannot be bargained because it conflicts with Federal law, a Government-wide rule or regulation, or an agency regulation for which there is a compelling need. In addition, agency heads may disapprove collective-bargaining agreements if those agreements are contrary to law. In both of these situations, a union may petition the Authority to resolve the negotiability dispute. The Authority's decisions in negotiability disputes set legal precedent on the meaning and operation of the Statute, and may be appealed to a U.S. Court of Appeals.

Bargaining-Impasse cases

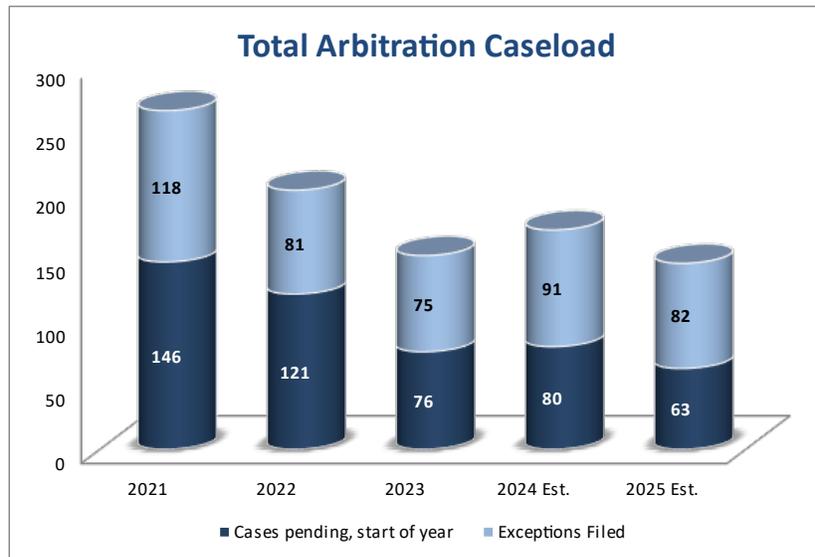
In carrying out the right to bargain collectively, on occasion union representatives and Federal agencies fail to reach agreement on issues; the bargaining reaches an impasse. Several options are available by which the parties may attempt to resolve the impasse. The parties may: decide, on their own, to use certain techniques to resolve the impasse, but may proceed to private, binding arbitration only after the FSIP approves the procedure; seek the services and assistance of third-party mediation such as the FMCS; or seek the assistance of the FSIP in resolving the negotiation impasse, after the assistance of third-party mediation has failed.

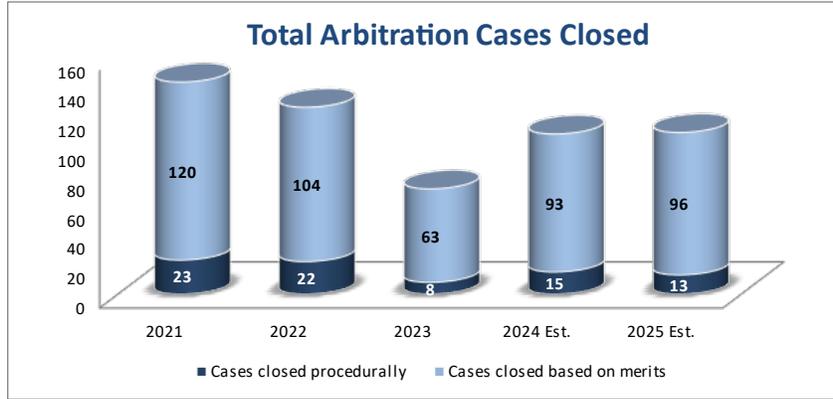
<i>Authority Arbitration Cases</i>	2021	2022	2023	2024 Est.	2025 Est.
Cases pending, start of year	146	121	76	80	63
Exceptions filed (Intake)	118	81	75	91*	82²
Total caseload	264	202	151	171	145
Cases closed procedurally	23	22	8	15	13
Cases closed based on merits	120	104	63	93	96
Total cases closed (Output)³	143	126	71	108	109
Cases pending, end of year	121	76	80	63	36

*Estimate based on three-year average from 2021-2023.

²Estimate based on average of 2022, 2023, and estimated average 2024.

³Estimated output assumes a full complement of Members and full staffing in the Member offices, CIP, and CADRO.





Measure 1.1.1a (Previously 1.1.1): The average age of arbitration exceptions decided by the Authority.

Results		Targets	
2021	395 days <i>Not Met</i>	2021	248 days
2022	405 days <i>Not Met</i>	2022	375 days
2023	299 days <i>Met</i>	2023	385 days
		2024	284 days
		2025	270 days

Measure 1.1.1b (New): The average age of arbitration cases pending before the Authority.

Results		Targets	
2022	N/A	2022	N/A
2023	268 days <i>Met</i>	2023	268 days
		2024	255 days
		2025	242 days

Measure 1.1.1c (Previously 1.1.2): The percentage of arbitration cases decided by the Authority within 210 days of the filing of exceptions.

Results		Targets	
2021	29% - (42/143 cases) <i>Not Met</i>	2021	75%
2022	23% - (32/126 cases) <i>Not Met</i>	2022	75%
2023	N/A*	2023	N/A
		2024	N/A
		2025	N/A

*Measure not in effect in FY 2023.

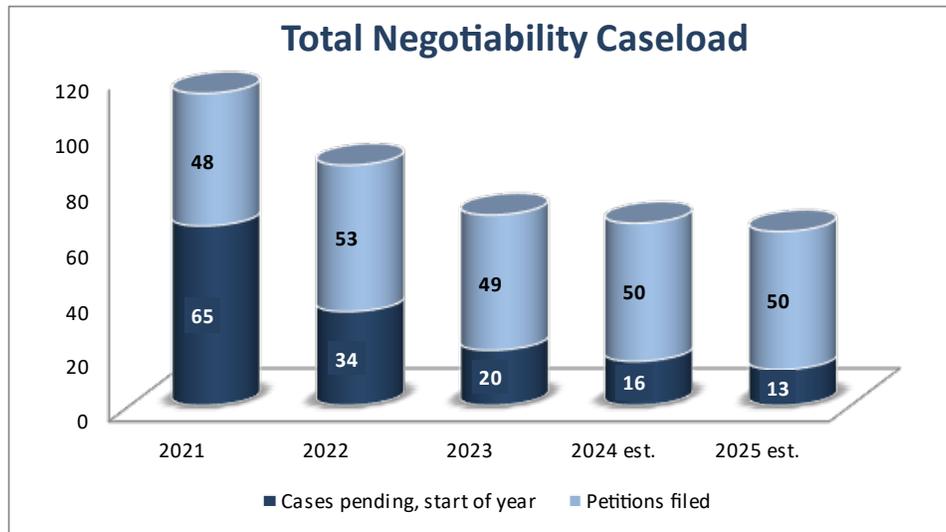
Measure 1.1.1d (New): The percentage of arbitration cases decided by the Authority within 210 days of assignment to a Member office.			
Results		Targets	
2022	N/A	2022	N/A
2023	58% - (35/60 cases) <i>Met</i>	2023	50%
		2024	50%
		2025	50%

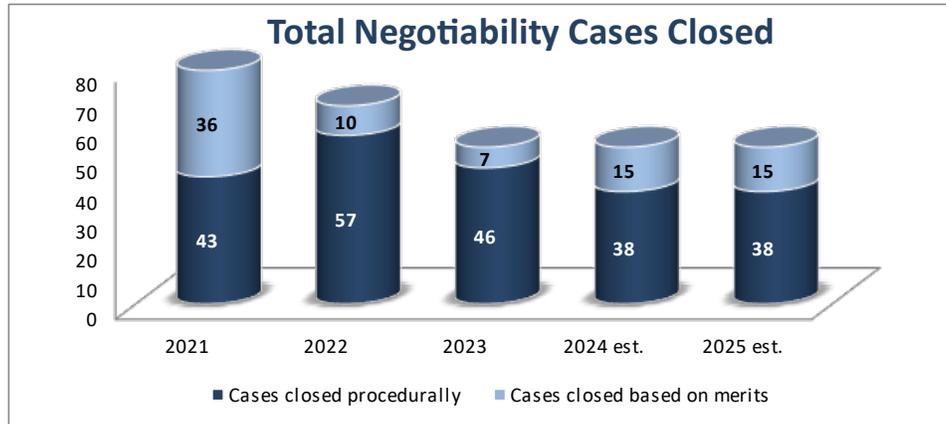
Authority Negotiability Cases	2021	2022	2023	2024 Est.	2025 Est.
Cases pending, start of year	65	34	20	16	13
Petitions filed (Intake)	<u>48</u>	<u>53</u>	<u>49</u>	<u>50*</u>	<u>50²</u>
Total caseload	113	87	69	66	63
Cases closed procedurally	43	57	46	38	38
Cases closed based on merits	<u>36</u>	<u>10</u>	<u>7</u>	<u>15</u>	<u>15</u>
Total cases closed (Output)³	79	67	53	53	53
Cases pending, end of year	34	20	16	13	10

*Estimate based on three-year average from 2021-2023.

²Estimate based on average of 2022, 2023, and estimated average 2024.

³Estimated output assumes a full complement of Members and full staffing in the Member offices, CIP, and CADRO





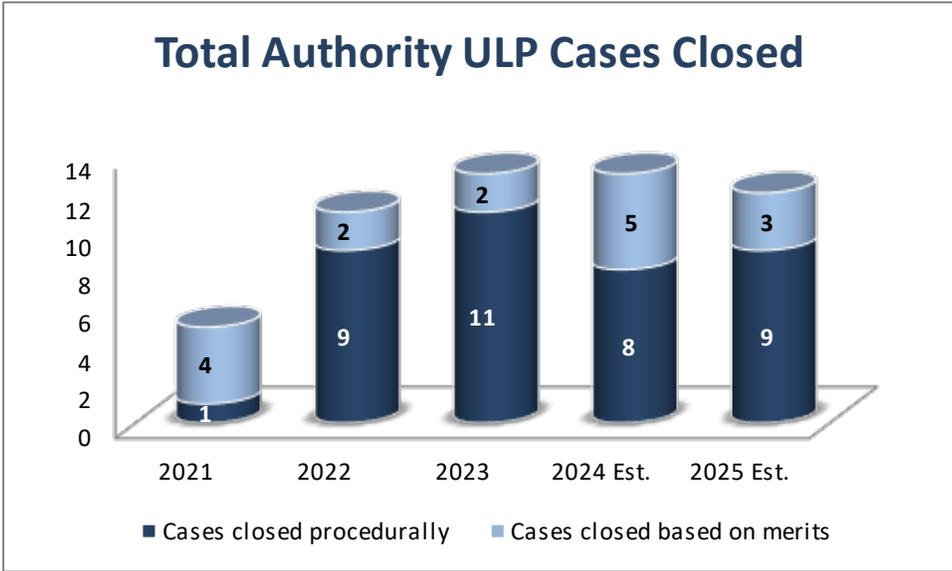
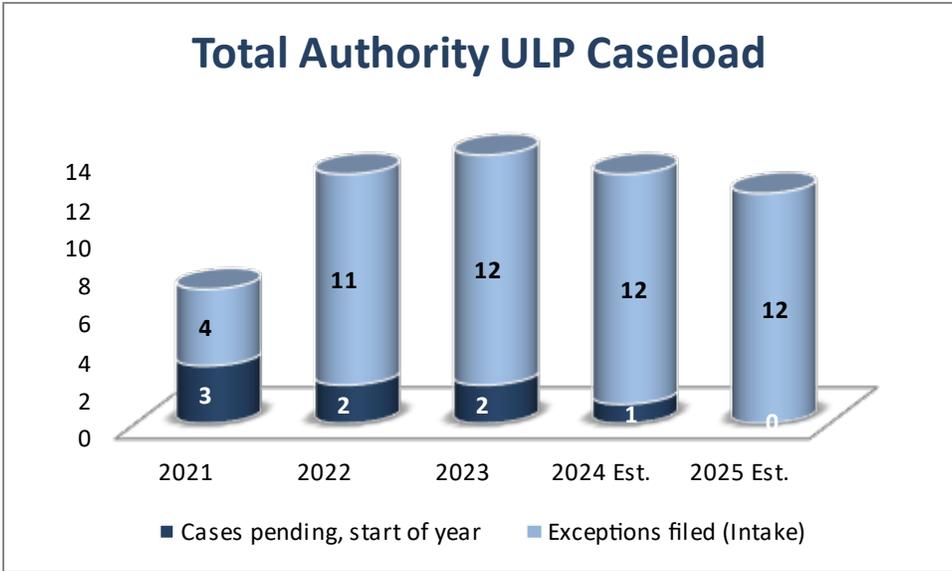
Measure 1.1.1e (Previously 1.1.3): The average age of negotiability cases decided by the Authority.			
Results		Targets	
2021	235 days <i>Not Met</i>	2021	161 days
2022	247 days <i>Not Met</i>	2022	223 days
2023	132 days <i>Met</i>	2023	235 days
		2024	125 days
		2025	119 days

Measure 1.1.1f (New): The average age of negotiability cases pending before the Authority.*			
Results		Targets	
2022	N/A	2022	N/A
2023	211 days <i>Met</i>	2023	250 days
		2024	200 days
		2025	190 days

*Measured at the end of the fiscal year.

Authority ULP Cases	2021	2022	2023	2024 Est.	2025 Est.
Cases pending, start of year	3	2	2	1	0
Cases filed (Intake)	<u>4</u>	<u>11</u>	<u>12</u>	<u>12</u>	<u>12</u>
Total caseload	7	13	14	13	12
Cases closed procedurally	1	9	11	8	9
Cases closed based on merits	<u>4</u>	<u>2</u>	<u>2</u>	<u>5</u>	<u>3</u>
Total cases closed (Output)*	5	11	13	13	12
Cases pending, end of year	2	2	1	0	0

*Estimated output assumes a full complement of Members and full staffing in the Member offices, CIP, and CADRO



Measure 1.1.1g (Previously 1.1.5): The average age of ULP exceptions decided by the Authority.			
Results		Targets	
2021	554 days <i>Not Met</i>	2021	226 days
2022	105 days <i>Met</i>	2022	526 days
2023	90 days <i>Met</i>	2023	100 days
		2024	85 days
		2025	81 days

Measure 1.1.1h (New): The average age of ULP cases pending before the Authority.*			
Results		Targets	
2022	N/A	2022	N/A
2023	3 days <i>Met</i>	2022	150 days
		2024	142 days
		2025	135 days

*Measured at the end of the fiscal year.

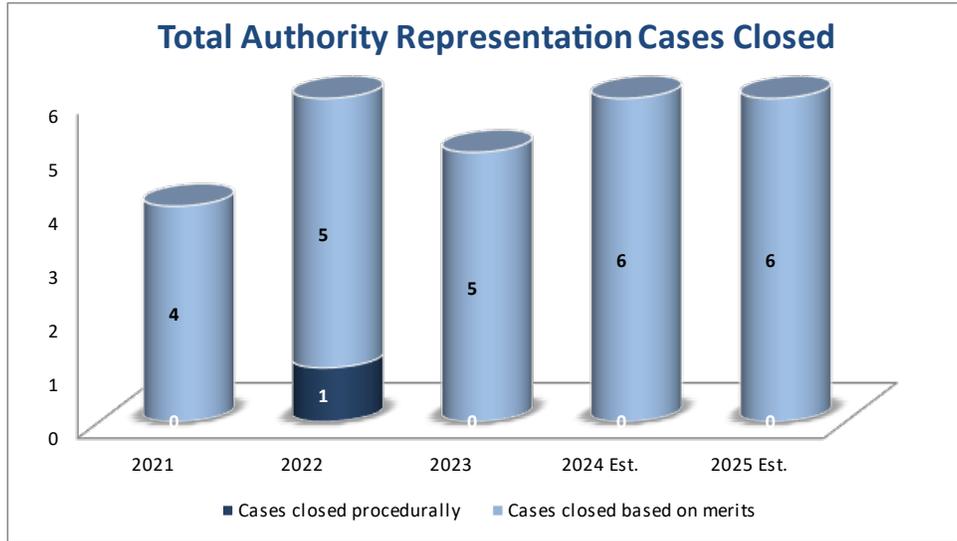
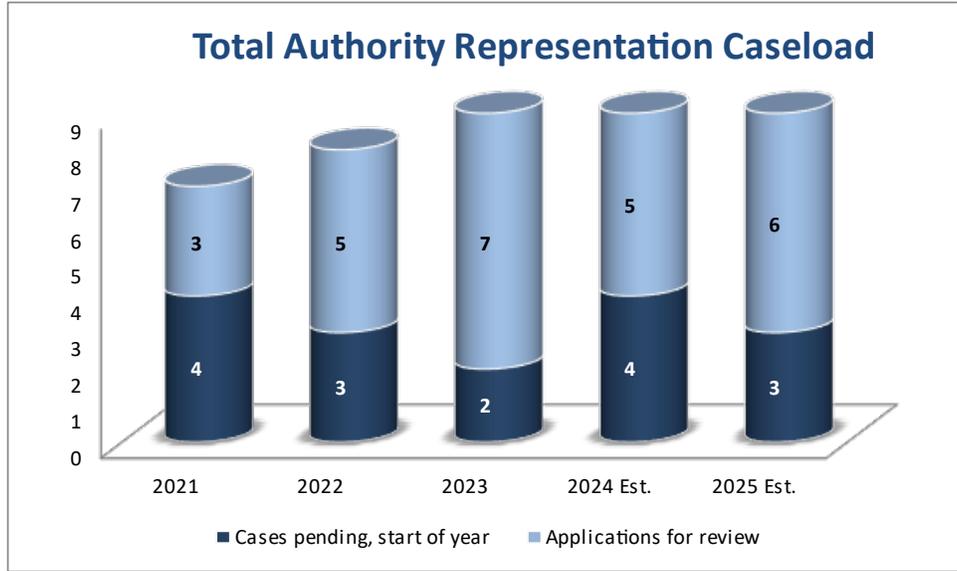
Measure 1.1.1i (Previously 1.1.6): The percentage of ULP cases decided by the Authority within 300 days of issuance of an OALJ decision.			
Results		Targets	
2021	40% – (2/5 cases) <i>Not Met</i>	2021	75%
2022	100% – (11/11 cases) <i>Met</i>	2022	75%
2023	N/A*	2023	N/A
		2024	N/A
		2025	N/A

*Measure not in effect in FY 2023.

Measure 1.1.1j (New): The percentage of ULP cases decided or otherwise resolved by the Authority within 300 days of assignment to a Member office.			
Results		Targets	
2022	N/A	2022	N/A
2023	100% – (2/2 cases) <i>Met</i>	2023	75%
		2024	75%
		2025	75%

Authority Representation Cases	2021	2022	2023	2024 Est.	2025 Est.
Cases pending, start of year	4	3	2	4	3
Applications for review (Intake)	<u>3</u>	<u>5</u>	<u>7</u>	<u>5</u>	<u>6</u>
Total caseload	7	8	9	9	9
Cases closed procedurally	0	1	0	0	0
Cases closed based on merits	<u>4</u>	<u>5</u>	<u>5</u>	<u>6</u>	<u>6</u>
Total cases closed (Output)*	4	6	5	6	6
Cases pending, end of year	3	2	4	3	3

*Estimated output assumes a full complement of Members and full staffing in the Member offices, CIP, and CADRO



Measure 1.1.1k (Previously 1.1.7): The average age of representation cases decided by the Authority.

Results		Targets	
2021	225 days <i>Not Met</i>	2021	184 days
2022	119 days <i>Met</i>	2022	214 days
2023	90 days <i>Met</i>	2023	100 days
		2024	85 days
		2025	81 days

Measure 1.1.1l (New): The average age of representation cases pending before the Authority.*			
Results		Targets	
2022	N/A	2022	N/A
2023	53 days <i>Met</i>	2023	86 days
		2024	50 days
		2025	47 days

*Measured at the end of the fiscal year.

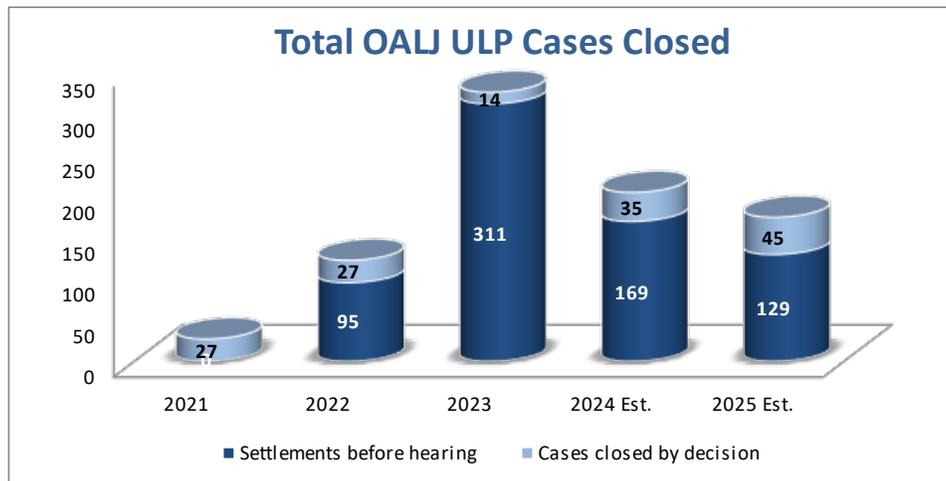
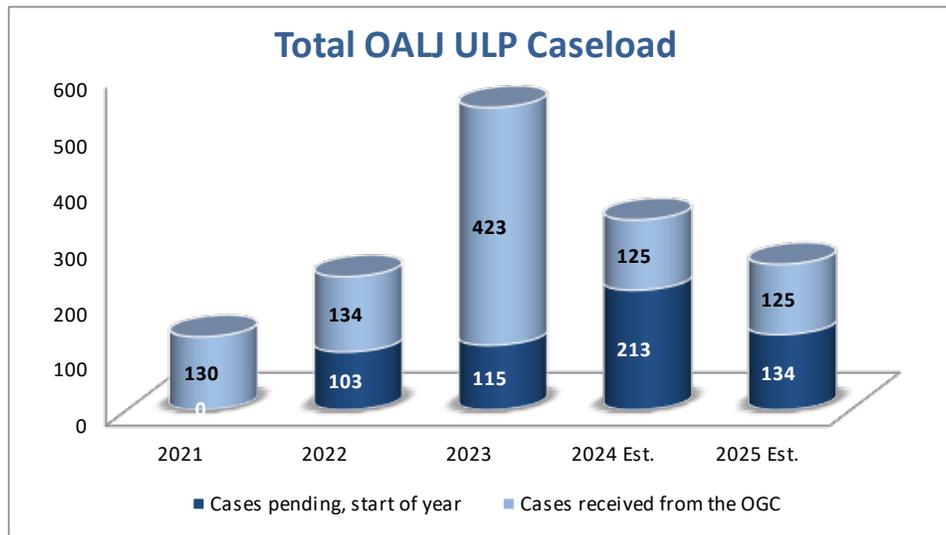
Measure 1.1.1m (Previously 1.1.8): The percentage of representation cases in which the Authority issued a decision whether to grant review within 60 days of the filing of an application for review.			
Results		Targets	
2021	100% – (4/4 cases) <i>Met</i>	2021	100%
2022	100% – (6/6 cases) <i>Met</i>	2022	100%
2023	100% – (5/5 cases) <i>Met</i>	2023	100%
		2024	100%
		2025	100%

Measure 1.1.1n (Previously 1.1.9): The percentage of representation cases decided by the Authority within 210 days of the filing of an application for review.			
Results		Targets	
2021	75% – (3/4 cases) <i>Met</i>	2021	75%
2022	83% – (5/6 cases) <i>Met</i>	2022	75%
2023	N/A*	2023	N/A
		2024	N/A
		2025	N/A

*Measure not in effect in FY 2023.

Measure 1.1.1o (New): The percentage of representation cases decided or otherwise resolved by the Authority within 210 days of assignment to a Member office.			
Results		Targets	
2022	N/A	2022	N/A
2023	80% - (4/5 cases) <i>Met</i>	2023	75%
		2024	75%
		2025	75%

<i>OALJ</i> ULP Cases	2021	2022	2023	2024 Est.	2025 Est.
Cases pending, start of year	0	103	115	213	134
Complaints received (Intake)	130	134	423	125	125
Total caseload	130	237	538	338	259
Settlements before hearing	0	95	311	169	129
Cases closed by decision	<u>27</u>	<u>27</u>	<u>14</u>	<u>35</u>	<u>45</u>
Total cases closed (Output)	27	122	325	204	174
Cases pending, end of year	103	115	213	134	85



Measure 1.1.1p (Previously 1.1.10): The median age of ULP complaints decided by the OALJ. *			
Results		Targets	
2021	69 days <i>Met</i>	2021	124 days
2022	71 days <i>Met</i>	2022	124 days
2023	60 days <i>Met</i>	2023	124 days
*OALJ performance standards remain to resolve 80% of ULP complaints within 180 days of filing and 95% within 365 days.		2024	124 days
		2025	124 days

Measure 1.1.1q (Previously 1.1.11): The percentage of ULP complaints issued by the General Counsel resolved or decided in the OALJ within 180 days of the complaint being issued. *			
Results		Targets	
2021	100% – (2/2 cases) <i>Met</i>	2021	80%
2022	100% – (27/27 cases) <i>Met</i>	2022	80%
2023	100% – (256/256 cases) <i>Met</i>	2023	80%
*OALJ performance standards remain to resolve 80% of ULP complaints within 180 days of filing and 95% within 365 days.		2024	80%
		2025	80%

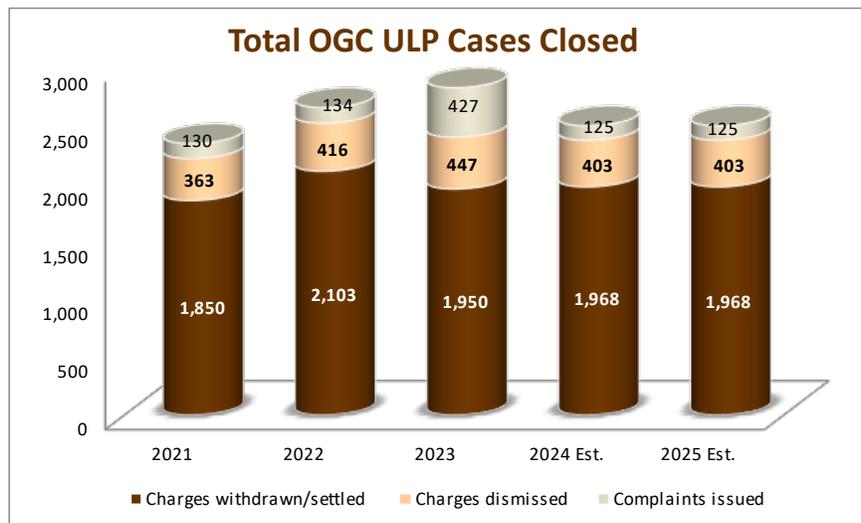
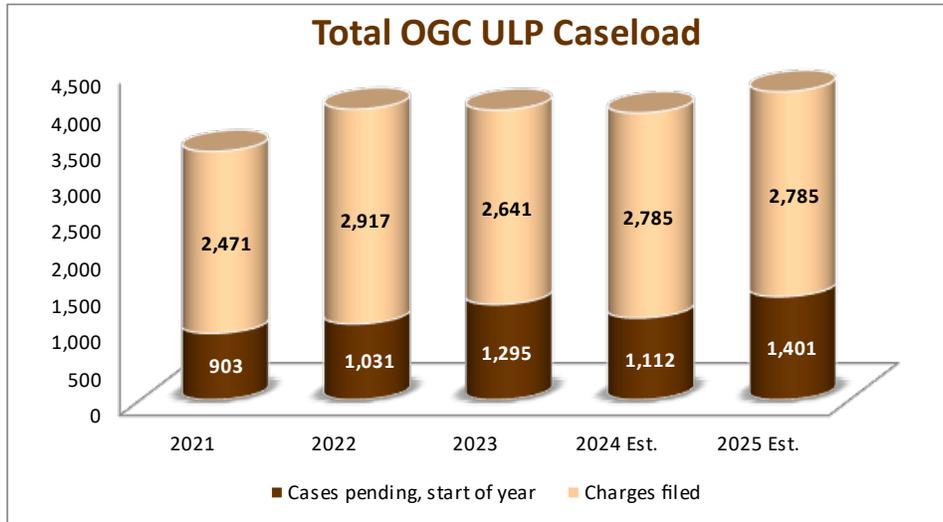
OGC ULP Cases	2021	2022	2023	2024 Est.	2025 Est.
Cases pending, start of year	903	1031	1295	1112	1401
Charges filed (Intake)	<u>2471</u>	<u>2917</u>	<u>2641</u>	<u>2785</u>	<u>2785</u>
Total caseload	3374	3948	3936	3897	4186
Charges withdrawn/settled	1850	2103	1950	1968	1968
Charges dismissed	363	416	447	403	403
Complaints issued ¹	<u>130</u>	<u>134</u>	<u>427</u>	<u>125</u> ²	<u>125</u> ²
Total cases closed (Output)*	2343	2653	2824	2496 ³	2496 ³
Cases pending, end of year ³	1031	1295	1112	1401	1690

* Based on OGC FTE 27 in FY 2021-FY 2025.

¹ The OGC was unable to issue complaints in the absence of a General Counsel from November 17, 2017, until an Acting General Counsel was designated on March 23, 2021.

² The OGC is currently without a General Counsel or Acting General Counsel. The estimates for complaints are assuming a confirmed General Counsel is in place within that FY.

³ Although currently without a General Counsel, the OGC will be litigating, through November 2024, those cases where complaint issued by August 1, 2023, and have not settled – currently at 242.



Measure 1.1.1r (Previously 1.1.12): The percentage of ULP charges resolved by the Office of the General Counsel by complaint, withdrawal, dismissal, or settlement within 120 days of filing of the charge.

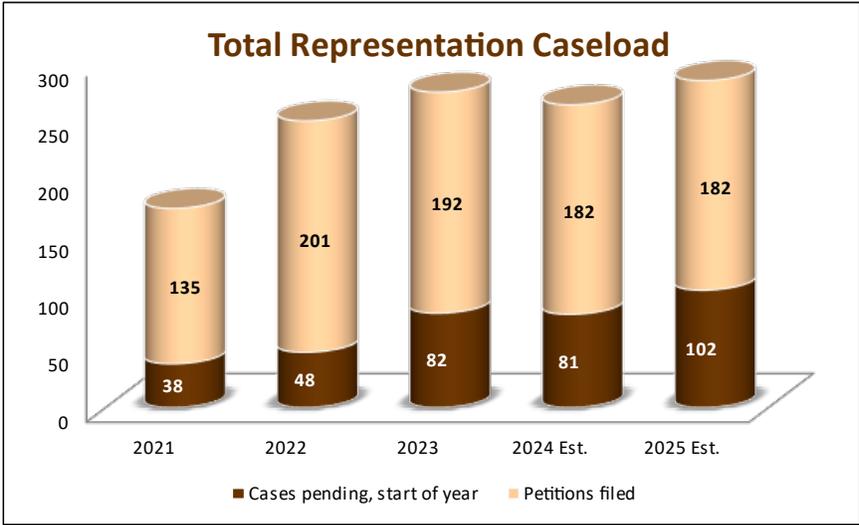
Results		Targets	
2021	94% – (2208/2343 cases) <i>Met</i>	2021	70%
2022	85% – (2245/2653 cases) <i>Met</i>	2022	70%
2023	72% – (2027/2826 cases) <i>Not Met</i>	2023	70%
		2024	70%
		2025	70%

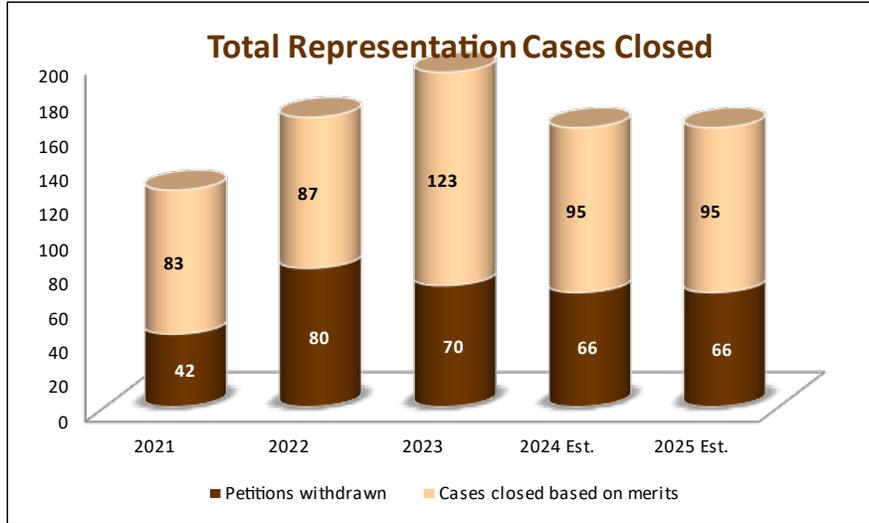
Measure 1.1.2i (Previously 1.2.11): The percentage of ULP charges resolved by the OGC by complaint, withdrawal, dismissal, or settlement within 240 days of filing of the charge.

Results		Targets	
2021	99.8% (2338/2343 cases) <i>Met</i>	2021	95%
2022	98.6% (2616/2653 cases) <i>Met</i>	2022	95%
2023	93% (2627/2826 cases) <i>Not Met</i>	2023	95%
		2024	95%
		2025	95%

OGC Representation Cases	2021	2022	2023	2024 Est.	2025 Est.
Cases pending, start of year	38	48	82	81	102
Petitions filed (Intake)	135	201	192	182	182
Total caseload	173	249	274	263	284
Petitions withdrawn	42	80	70	66	66
Cases closed based on merits	<u>83</u>	<u>87</u>	<u>123</u>	<u>95</u>	<u>95</u>
Total cases closed (Output)*	125	167	193	161	161
Cases pending, end of year	48	82	81	102	123

*Based on OGC average FTE 27 average in FY 2021-25.





Measure 1.1.1t (Previously 1.1.14): The percentage of representation cases resolved by the OGC through withdrawal, election, or issuance of a Decision and Order within 120 days of the filing of a petition.

Results		Targets	
2021	77% (96/125 cases) <i>Met</i>	2021	70%
2022	74% (122/167 cases) <i>Met</i>	2022	70%
2023	59% (113/193 cases) <i>Not Met</i>	2023	70%
		2024	70%
		2025	70%

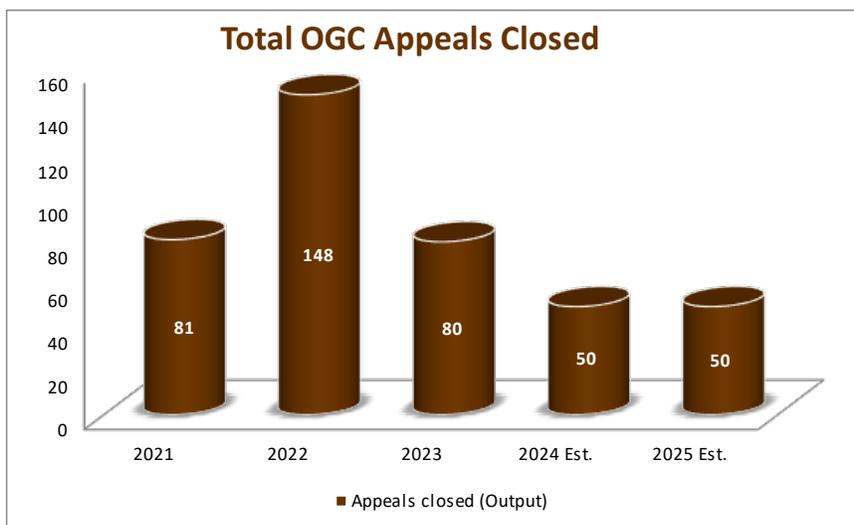
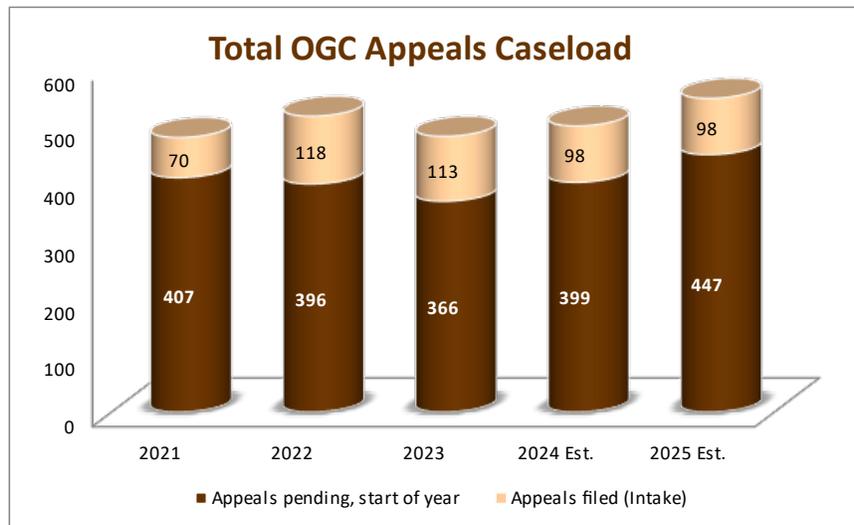
Measure 1.1.2j (Previously 1.2.12): The percentage of representation cases resolved by the OGC through withdrawal, election, or issuance of a Decision and Order within 365 days of the filing of a petition.

Results		Targets	
2021	100% (125/125 cases) <i>Met</i>	2021	95%
2022	97% (161/167 cases) <i>Met</i>	2022	95%
2023	96% (185/193 cases) <i>Met</i>	2023	95%
		2024	95%
		2025	95%

<i>OGC</i> ULP Appeals	2021	2022	2023	2024 Est.	2025 Est.
Appeals pending, start of year	407	396	366	399	447
Appeals filed (Intake)	<u>70</u>	<u>118</u>	<u>113</u>	<u>98</u>	<u>98</u>
Total caseload	477	514	479	497	545
Appeals closed (Output)*	<u>81</u>	<u>148</u>	<u>80</u>	<u>50</u> ¹	<u>50</u> ¹
Appeals pending, end of year	396	366	399	447	495

*The OGC was unable to issue decisions on appeals in the absence of a General Counsel, except where a jurisdictional issue is presented, from November 17, 2017, until an Acting General Counsel was designated on March 23, 2021.

¹ The OGC is currently without a General Counsel or Acting General Counsel. The estimates for appeals are assuming a confirmed General Counsel is in place within that FY.

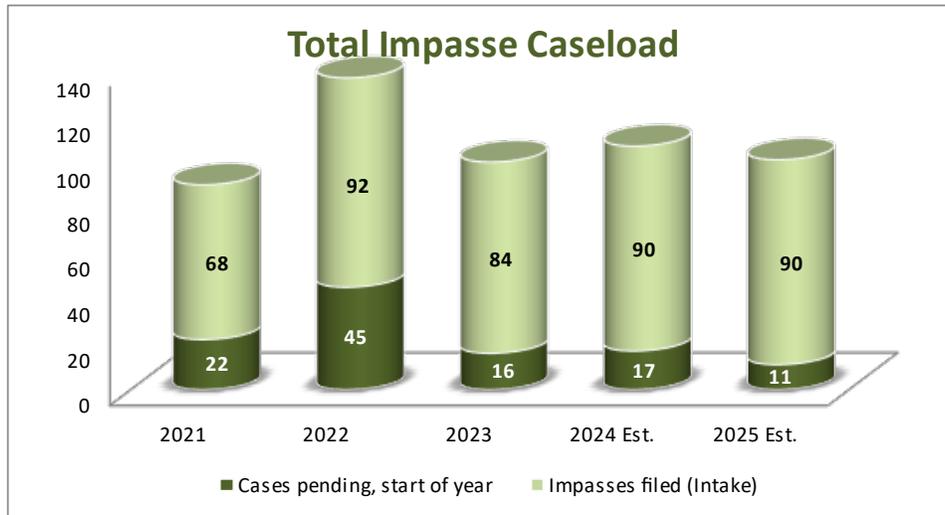


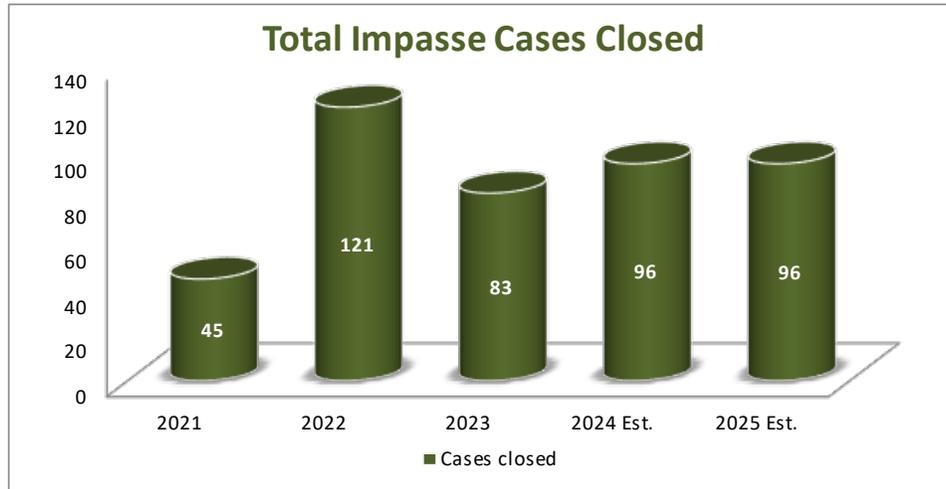
Measure 1.1.1s (Previously 1.1.13): The percentage of decisions on an appeal of a Regional Director’s dismissal of a ULP charge issued by the General Counsel within 60 days of the date filed, and in no case more than 120 days.

Results		Targets	
2021	100% (81/81)	2021	95%
2022	100% (148/148)	2022	95%
2023	100% (80/80)	2023	95%
		2024	95%

<i>FSIP</i> Impasses	2021	2022	2023	2024 Est.	2025 Est.
Cases pending, start of year	22	45	16	17	11
Impasses filed (Intake)	68	92	84	90	90
Total caseload	90	137	100	107	101
Panel Decision	21	15	11	*	*
Panel declined jurisdiction	4	29	23	*	*
Settled with Panel assistance	2	38	17	*	*
Voluntarily withdrawn	18	39	32	*	*
Cases closed total (Output)	45	121	83	96*	96*
Cases pending, end of year	45	16	17	11*	5*

*The FSIP anticipates closing as many or more cases as are filed in any given year. The means by which cases are closed is driven by the parties and directive of the Panel.





Measure 1.1.1x (New): CIP will assign the case to a Member office within 5 days of the due date for a final filing (regardless of whether such a filing has been received).

Results		Targets	
2022	N/A	2022	N/A
2023	100% <i>Met</i>	2023	75%
		2024	75%
		2025	75%

Measure 1.1.1y (New): CIP will assign the case to a Member office within 21 days of due date of final filing.

Results		Targets	
2022	N/A	2022	N/A
2023	100% <i>Met</i>	2023	100%
		2024	100%
		2025	100%

Measure 1.1.2a (Previously 1.2.1): The percentage of arbitration exceptions decided by the Authority within 365 days of the filing of exceptions.

Results		Targets	
2021	49% – (70/143 cases) <i>Not Met</i>	2021	90%
2022	56% – (70/126 cases) <i>Not Met</i>	2022	90%
2023	N/A*	2023	N/A
		2024	N/A
		2025	N/A

*Measure not in effect in FY 2023.

Measure 1.1.2b (New): The percentage of arbitration exceptions decided or otherwise resolved by the Authority within 365 days of assignment to a Member office.

Results		Targets	
2022	N/A	2022	N/A
2023	81% - (54/71 cases) <i>Met</i>	2023	75%
		2024	75%
		2025	75%

Measure 1.1.2c (Previously 1.2.2): The percentage of negotiability cases decided or otherwise resolved by the Authority within 365 days of the filing of a petition for review.

Results		Targets	
2021	86% – (68/79 cases) <i>Met</i>	2021	75%
2022	75% – (50/67 cases) <i>Met</i>	2022	75%
2023	89% – (47/53 cases) <i>Met</i>	2023	75%
		2024	75%
		2025	75%

Measure 1.1.2d (Previously 1.2.3): The percentage of ULP cases decided by the Authority within 365 days of issuance of an OALJ decision.

Results		Targets	
2021	40% – 2/5 cases) <i>Not Met</i>	2021	90%
2022	100% – 11/11 cases) <i>Met</i>	2022	90%
2023	N/A*	2023	N/A
		2024	N/A
		2025	N/A

*Measure not in effect in FY 2023.

Measure 1.1.2e (New): The percentage of ULP cases decided or otherwise resolved by the Authority within 365 days of assignment to a Member office.

Results		Targets	
2022	N/A	2022	N/A
2023	100% – (2/2 cases) <i>Met</i>	2023	90%
		2024	90%
		2025	90%

Measure 1.1.2f (Previously 1.2.4): The percentage of representation cases decided by the Authority within 365 days of the filing of an application for review.			
Results		Targets	
2021	75% – (3/4 cases) <i>Not Met</i>	2021	100%
2022	83% – (5/6 cases) <i>Not Met</i>	2022	100%
2023	N/A*	2023	N/A
		2024	N/A
		2025	N/A

*Measure not in effect in FY 2023.

Measure 1.1.2g (New): The percentage of representation cases decided or otherwise resolved by the Authority within 365 days of assignment to a Member office.			
Results		Targets	
2022	N/A	2022	N/A
2023	100% – (5/5 cases) <i>Met</i>	2023	90%
		2024	90%
		2025	90%

Measure 1.1.2h (Previously 1.2.10): The percentage of ULP complaints issued by the General Counsel decided in the OALJ within 365 days of the complaint being issued. *			
Results		Targets	
2021	100% – (2/2 cases) <i>Met</i>	2021	95%
2022	100% – (27/27 cases) <i>Met</i>	2022	95%
2023	100% – (199/200 cases) <i>Met</i>	2023	95%
		2024	95%
		2025	95%

*OALJ performance standards remain to resolve 80% of ULP complaints within 180 days of filing and 95% within 365 days.

Measure 1.1.2k (Previously 1.2.13): The percentage of bargaining-impasse cases in which the FSIP declines jurisdiction within 140 days of the date filed.			
Results		Targets	
2021	100% - (4/4 cases) <i>Met</i>	2021	90%
2022	100% - (29/29 cases) <i>Met</i>	2022	90%
2023	100% - (18/18 cases) <i>Met</i>	2023	90%
		2024	90%
		2025	90%

Measure 1.1.2l (Previously 1.2.14): The percentage of bargaining-impassé cases that are voluntarily settled within 160 days of the date filed.			
Results		Targets	
2021	100% – (2/2 cases) <i>Met</i>	2021	80%
2022	100% – (38/38 cases) <i>Met</i>	2022	80%
2023	100% – (18/18 cases) <i>Met</i>	2023	80%
		2024	80%
		2025	80%

Measure 1.1.2m (Previously 1.2.15): The percentage of bargaining-impassé cases that the FSIP resolves through final action that are closed within 200 days of the date filed.			
Results		Targets	
2021	95% – (20/21 cases) <i>Met</i>	2021	80%
2022	100% – (15/15 cases) <i>Met</i>	2022	80%
2023	86%– (6/7 cases) <i>Met</i>	2023	80%
		2024	80%
		2025	80%

STRATEGIC GOAL 2: WE WILL PROMOTE STABILITY IN THE FEDERAL LABOR-MANAGEMENT COMMUNITY BY PROVIDING LEADERSHIP AND GUIDANCE THROUGH ALTERNATIVE DISPUTE RESOLUTION AND EDUCATION

Key to the FLRA’s strategic objectives is to offer high-quality mediation, settlement conferences, outreach and prevention services as well as resources to promote more effective labor-management relations across the Federal Government. ADR is a collection of tools that provide informal conflict prevention, management, and resolution. These tools allow parties to discuss and develop their interests in order to resolve the underlying issues and problems in their labor-management relationships. The FLRA utilizes interest-based conflict resolution and intervention services in pending ULP cases, representation cases, arbitration cases, negotiability appeals, and bargaining-impassé disputes.

The FLRA also provides facilitation and training to help labor and management develop constructive relationships capable of solving difficult problems and making mission-critical decisions.

PERFORMANCE GOAL 2.1.1: PROVIDE TARGETED TRAINING, OUTREACH AND PREVENTION, AND FACILITATION ACTIVITIES WITHIN THE LABOR-MANAGEMENT COMMUNITY.

PERFORMANCE GOAL 2.1.2: PROVIDE EFFECTIVE, USEFUL, UP-TO-DATE CASE-PROCESSING AND CASE-LAW RESOURCES AND TRAININGS FOR THE LABOR-MANAGEMENT COMMUNITY.

Each FLRA component delivers training and outreach in a manner reflecting its unique expertise. The OGC, as well as the Authority, delivers case-processing and case-law training services that have a statutory focus, which makes them appropriate for remote, online, and recorded media. In FY 2023, the OGC provided 90 live in-person and virtual, as well as on-demand, training sessions on the FLRA YouTube channel, to 19,671 participants.

CADRO offers various prevention services that are designed to help party representatives more effectively and efficiently solve complex workplace problems and make important decisions, which can be especially difficult in traditional labor-management relationships. Communication skills, interest-based problem-solving skills, facilitation skills, collective-bargaining skills, dispute-resolution techniques, and effective advocacy in ADR forums are just some of what CADRO staff teach management and union representatives. For some parties, the goal is to repair damaged workplace relationships. For others, the goal is to improve the operation of a stable, traditional labor-management relationship. For yet others, CADRO staff help parties develop and implement a trajectory from a traditional labor-management relationship to a highly collaborative labor-management partnership. Ultimately, CADRO offers these services to help parties improve mission performance, quality of work life, and day-to-day workplace relationships.

By training parties on their statutory rights and obligations, as well as improving labor-relations, the FLRA exercises leadership in the manner envisioned by the Statute and by the President's Executive Order Protecting the Federal Workforce (14003), his Executive Order on Worker Organizing and Empowerment (14025), and the White House Task Force on Worker Organizing and Empowerment Report adopted by the President.

In situations where parties experience labor-management challenges, targeted assistance can promote stable labor-management relationships by educating the parties regarding their statutory rights and obligations. It can also promote effective and efficient Government by assisting parties in addressing their disputes without necessarily resorting to formal filings. Additional targeted assistance may take various forms, including offering training to parties on particular topics that have given rise to frequent ULP charges, negotiability disputes, or arbitration exceptions. Other types of assistance might be most appropriate for parties experiencing broader labor-management challenges. For parties involved in complex representational matters, targeted assistance can include conducting conferences with the parties to assist them in identifying and, if feasible, resolving relevant issues.

Measure 2.1.1a (Previously 2.1.1): The number of training, labor-management improvement, outreach, and facilitation activities delivered.

Results		Targets	
FY 2021	54 <i>Met</i>	FY 2021	40
FY 2022	76 <i>Met</i>	FY 2022	40
FY 2023	112 <i>Met</i>	FY 2023	40
		FY 2024	40
		FY 2025	40

Measure 2.1.1b (Previously 2.1.2): The number of recipients of training, labor-management improvement, outreach, and facilitation activities.*

Results		Targets	
FY 2021	7,886 <i>Met</i>	FY 2021	2,500
FY 2022	18,791 <i>Met</i>	FY 2022	2,500
FY 2023	22,946 <i>Met</i>	FY 2023	15,000
		FY 2024	15,000
		FY 2025	15,000

*Virtual training began in 2020 leading to significant increases in reach.

Measure 2.1.1c (Previously 2.1.3): The percentage of participant responders who highly rate the training that they received.

Results		Targets	
FY 2021	93% <i>Met</i>	FY 2021	80%
FY 2022	96% <i>Met</i>	FY 2022	80%
FY 2023	94%* <i>Met</i>	FY 2023	80%
		FY 2024	80%
		FY 2025	80%

*Reflects ratings of 99 trainings provided by OGC.

Measure 2.1.1d: (Previously 2.1.4): The number of times that on-demand online training is used.

Results		Targets	
FY 2022	15,000+ <i>Met</i>	FY 2022	1,000
FY 2023	18,000+ <i>Met</i>	FY 2023	1,000
* New FY 2022 Measure.		FY 2024	1,000
		FY 2025	1,000

PERFORMANCE GOAL 2.2.1: SUCCESSFUL RESOLUTION OF A SIGNIFICANT PORTION OF FLRA CASES THROUGH ADR.

Parties normally litigate because they want an answer to a legal question. Getting an answer to a legal question is different from solving the problem that gave rise to the legal question. A large percentage of parties to cases before the FLRA elect to use our ADR services to prevent and solve workplace problems.

ADR is any type of dispute resolution process—other than litigation—that is administered by a third party who has no stake in the outcome. There are many types of ADR, from facilitative at one end of the spectrum, to evaluative at the other. Types of ADR used by skilled professionals at the FLRA include mediation, facilitation, settlement conferences, and mediation-arbitration. Other ADR tools are also used when appropriate.

Measure 2.2.1a (Previously 2.2.1): Percentage of unfair labor practice cases where OGC offer of ADR is accepted and case is partially or fully resolved.

Results		Targets	
FY 2021	99% <i>Met</i>	FY 2021	95%
FY 2022	99% <i>Met</i>	FY 2022	95%
FY 2023	99% <i>Met</i>	FY 2023	95%
		FY 2024	95%
		FY 2025	95%

Measure 2.2.1b (Previously 2.2.2): Percentage of representation cases where OGC offer of ADR is accepted and case is partially or fully resolved.

Results		Targets	
FY 2021	100% <i>Met</i>	FY 2021	95%
FY 2022	99% <i>Met</i>	FY 2022	95%
FY 2023	95% <i>Met</i>	FY 2023	95%
		FY 2024	95%
		FY 2025	95%

Measure 2.2.1c (New): The percentage of appropriate ULP complaints in which ADR services are offered to the parties or ordered by the OALJ Chief Judge.

Results		Targets	
FY 2022	100% <i>Met</i>	FY 2022	90%
FY 2023	100% <i>Met</i>	FY 2023	90%
		FY 2024	90%
		FY 2025	90%

* New FY 2022 Measure.

Measure 2.2.1d (New): The percentage of ULP cases that are partially or totally resolved after ADR services are accepted by the parties or ordered by the OALJ Chief Judge.

Results		Targets	
FY 2022	88% <i>Met</i>	FY 2022	80%
FY 2023	96% <i>Met</i>	FY 2023	80%
		FY 2024	80%
		FY 2025	80%

* New FY 2022 Measure.

Measure 2.2.2a (New): The percentage of appropriate arbitration cases pending before the Authority in which ADR services are offered to the parties.*

Results		Targets	
FY 2022	N/A	FY 2022	N/A
FY 2023	N/A	FY 2023	20%
		FY 2024	50%
		FY 2025	50%

* New FY 2022 Measure. Cases just started 8/2022 – Data forthcoming

Measure 2.2.2b (New): The percentage of arbitration cases that are partially or totally resolved after the parties accept an offer of ADR services.

Results		Targets	
FY 2022	N/A	FY 2022	N/A
FY 2023	60% <i>Met</i>	FY 2023	60%
* New FY 2022 Measure. Cases just started 8/2022 – Data forthcoming		FY 2024	60%
		FY 2025	60%

Measure 2.2.3a (New): The percentage of appropriate negotiability cases pending before the Authority in which ADR services are offered to the parties.

Results		Targets	
FY 2022	100% <i>Met</i>	FY 2022	90%
FY 2023	100% <i>Met</i>	FY 2023	90%
* New FY 2022 Measure.		FY 2024	90%
		FY 2025	90%

Measure 2.2.3b (New): The percentage of proposals or provisions in negotiability cases that are partially or totally resolved after the parties accept an offer of ADR services.

Results		Targets	
FY 2022	100% (170/170) <i>Met</i>	FY 2022	90%
FY 2023	99% (288/291) <i>Met</i>	FY 2023	90%
* New FY 2022 Measure.		FY 2024	90%
		FY 2025	90%

Measure 2.2.3c (New): The percentage of negotiability cases that are partially or totally resolved after the parties accept an offer of ADR services.

Results		Targets	
FY 2022	100% (13/13 cases) <i>Met</i>	FY 2022	90%
FY 2023	100% (25/25 cases) <i>Met</i>	FY 2023	90%
* New FY 2022 Measure.		FY 2024	90%
		FY 2025	90%

Measure 2.2.3d (New): The percentage of cases – other than ULP, arbitration, and negotiability – that are partially or totally resolved after parties accept an offer of ADR services.

Results		Targets	
FY 2022	100% (5/5 cases) <i>Met</i>	FY 2022	75%
FY 2023	75% (3/4 cases) <i>Met</i>	FY 2023	75%
* New FY 2022 Measure.		FY 2024	75%
		FY 2025	75%

STRATEGIC GOAL 3: WE WILL MANAGE OUR RESOURCES EFFECTIVELY AND EFFICIENTLY IN ORDER TO ACHIEVE ORGANIZATIONAL EXCELLENCE

The FLRA’s ability to fulfill its core mission under the Statute depends on excellent management of the organization and its resources. The organizational-excellence goal emphasizes how the Agency’s employees, IT infrastructure, and allocation of resources are central to achieving all of the strategic goals and objectives outlined in the strategic plan.

The landscape of the Federal workplace and workforce continues to evolve and the need to rapidly respond to the changing future of work. It is crucial to simultaneously focus on developing the workforce of the future while retaining valuable institutional knowledge.

The Agency is prepared to meet ever-changing business demands through the innovative use of IT to best manage the workload and interact with parties. The FLRA continues to be an effective steward of taxpayer dollars. The Agency’s future operational approaches are designed to foster nimble and seamless deployment of resources coupled with cost-avoidance strategies to support productive labor-management relations across the Federal Government.

PERFORMANCE GOAL 3.1.1: DEMONSTRATE STRONG RECRUITMENT AND RETENTION PRACTICES.

Measure 3.1.1a (Previously 3.1.1): Demonstrable, strong recruitment and retention practices.	
Results	
2021	<ul style="list-style-type: none"> Conducted an Agency-wide recruitment effort for additional members for the Agency Diversity, Equity, Inclusion and Accessibility Team. The team now has 15 members that we believe properly reflect the diversity of the Agency. Developed the official charter for the team that was approved by all members and established subcommittees to address the necessary actions in line with the new administration’s Executive Orders and mandates related to DEIA. The subcommittees include but are not limited to Training, Recruiting and Hiring, Agency Events, and Policy Review.
2022	<ul style="list-style-type: none"> Continued to reinforce recruitment and retention of a diverse and inclusionary workforce.

	<ul style="list-style-type: none"> • Developed an Agency-wide workforce demographic survey to gain more in-depth information from Agency employees to establish various employee groups and committees to facilitate diverse Agency programs and policies. • Acquired a new, automated Time and Attendance system and a more secure e-OPF (online Official Personnel Folder) system. • Developed new and improved recruitment strategies based on overall time to hire assessments. • Developed an Agency entrance and exit survey for all employees to gain data on incoming perceptions of the Agency and why employees are leaving the Agency. This Data will assist us in recruitment planning and providing the proper consultation to management for developing an effective recruitment strategy to successfully fill vacant positions.
<p>2023</p>	<ul style="list-style-type: none"> • Created an Agency-specific recommendations report incorporating strategies for recruitment, training and development to help ensure the most effective means of mission accomplishment. • Partnered with the Office of Personnel Management (OPM) to: <ol style="list-style-type: none"> 1) Reduce the time between job opportunity announcements and hiring, and 2) enhance the quality of applicants using subject matter experts and the development and utilization of better job analysis criteria and assessment questions to identify best qualified applicants. • Established strategic partnerships between hiring officials and HR specialists which is key to the success of the hiring process. HR professionals in collaboration with program managers, established and conducted regular recurring meetings (referred to as pre-recruitment consultations) to discuss current and future position classification and/or recruitment needs. The purpose of the pre-recruitment consultations is to ensure that the recruitment needs of the respective programs are met in a timely and efficient manner. • Human Resources Division (HRD) encouraged management officials to utilize all available hiring flexibilities. These flexibilities, which often reduce the hiring process and eliminate the need to announce or go through lengthy recruitment processes, are discussed during pre-consultation meetings. Some hiring flexibilities include direct hire authority for attorney, cyber security, workforce recruitment program and other occupations.
Targets	
<p>2023</p>	<ul style="list-style-type: none"> • Develop an expanded recruitment base that is inclusive of all communities to include individuals with disabilities, varied races, cultures, incomes, educations, social affiliations, intellectual perspectives, languages, religions, ethnicities and members of the LGBTQ+ communities. • Continue automation improvements to include a performance management system. • Effectively utilize the Agency’s diversity, equity, and inclusion committee to acquire new ideas to better recruit and retain a diverse workforce.

	<ul style="list-style-type: none"> • Establish an employee engagement program to raise awareness of how the FLRA utilizes Federal Employee Viewpoint Survey (FEVS) results to strengthen a healthy organizational environment. • Improve diversity at higher grade levels including supervisory, management, and senior executive positions through leadership competencies development and strategic recruitment.
<p>2024</p>	<ul style="list-style-type: none"> • Strengthen internal labor-management employee relations. • Continue to ensure the safety and security of employees and customers. • Improve leadership effectiveness to: <ol style="list-style-type: none"> 1) Establish a safe environment for employees to share ideas, innovations and proposals within their subject-matter areas; 2) Empower the workforce to improve processes and results; 3) Build trust and confidence in senior leadership integrity by communicating information which impacts the workforce early and often, including staff for pre-decisional input on work strategies, systems, tools, partners, and methods when feasible. • Implement enhanced employee recognition, awards, and appreciation strategies. • Measure onboarding effectiveness and new employee experiences.
<p>2025</p>	<p>Recruitment</p> <ul style="list-style-type: none"> • Human Capital Management (HCM) will seek and optimize the hiring of civilians with critical skills and expertise. The FLRA will continue improving upon methods to promote career opportunities, assess skills, and maintain senior-level talent management systems to support future succession planning. These initiatives all play an important role in HCM and are integral in improving recruitment and hiring processes. • Drive a data-driven and leading practices approach to recruitment, assessment and hiring strategies to strengthen and support DEIA. • Capitalize on new OPM workplace flexibilities to recruit and retain talent. <p>Assessment</p> <ul style="list-style-type: none"> • Improve timeliness and quality of hires. As the Agency competes for talent now and in the future, enhanced assessment tools will improve the quality of candidates by better matching highly skilled talent to positions, thereby reducing hiring costs and attrition. We plan to establish effective assessment tools optimizing the hiring process by improving reviews of applicant qualifications to result in high quality candidates. • Develop or identify assessment practices that do not solely rely on candidate self-assessments and educational attainment to determine their qualifications for competitive service positions in accordance with Executive Order 13932, Modernizing and Reforming the Assessment and Hiring of Federal Job Candidates. <p>Services</p> <ul style="list-style-type: none"> • Enhance the retirement services customers and applicants experience by providing timely, accurate, and responsive service addressing the diverse needs of customers.

	<ul style="list-style-type: none"> • Strive to provide employees with a healthy work-life balance, which is a key element in maintaining high levels of resilience and performance shown by the workforce. The FLRA is committed to strengthening its workforce—which will enable them to fulfill the FLRA’s mission. • Continue to train managers and employees on effective use of available workplace flexibilities and work-life programs to improve employee engagement and productivity.
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PERFORMANCE GOAL 3.1.2: MAINTAIN AND GROW AGENCY EXPERTISE THROUGH EMPLOYEE DEVELOPMENT

Measure 3.1.2a (Restored): Maintain and grow agency expertise through employee development.	
Results	
2022	<ul style="list-style-type: none"> • Maintain an environment conducive for learning to include greater use of technology for online, “on demand” training and the ability to record training and information sessions with subsequent availability across the workforce as needed. • Establishment of collaborative exchanges with the Small Agency Council (SAC) and the Interagency Human Resources (HR) Policy Community of Practice, for example, sharpens the capabilities of the Human Resources Division personnel. Sharing of information and resources among external organizations enhances perspective and facilitates compliance and agility to ensure timely implementation of HR regulations, programs, operations, policies, and strategies. • Effective utilization of detail opportunities for experiential learning and optimal use of available talent. This increases knowledge of the operations, standards, and customer relations of other FLRA components.
2023	<ul style="list-style-type: none"> • Partnered with the OPM, the Department of Labor, and the Interior Business Center on numerous HCM development courses for HRD staff at no cost. • Educated HR professionals and stakeholders on available hiring authorities and flexibilities to expedite hiring processes. Civilian hiring is multi-faceted and requires continuous collaboration between HR and hiring managers. This initiative educated stakeholders in the understanding of available hiring flexibilities, to include traditional appointing authorities and pay flexibilities. • Expanded workforce data and HR analytics to better support decision makers. Strategically managed civilian workforce planning requirements and kept pace with emerging missions and changing workforce priorities.
Targets	
2023	<ul style="list-style-type: none"> • Expand networks for training resources to include access to Department of the Interior (DOI) University training programs for the FLRA’s workforce. • Justify an FTE in the Human Resources Division for an Organization Development and Engagement Specialist with functional

	<p>responsibilities to integrate strategic planning of organizational goals with organizational performance. This involves subject-matter expertise in human capital management (e.g., program evaluation, accountability, employee engagement best practices) and talent management (e.g., employee and leadership development, succession planning, workforce planning).</p> <ul style="list-style-type: none"> • Deploy an automated performance management system to enhance records management, data collection and analysis, and operational efficiencies in tracking activities throughout the performance management cycle.
2024	<ul style="list-style-type: none"> • Establish a robust leadership development program in-house or utilize external programs to strengthen readiness for promotion at every level and ensure a pool of diverse, prepared successors for supervisory, management, and executive-level opportunities. • Explore mentoring programs and peer-to-peer training. • Increase use of available executive resources services to support senior management officials through transitions; ensure executive leadership development; improve diversity, equity, inclusion, and accessibility at the highest levels of the Agency; and staff Senior Executive Service (SES) and Senior Level (SL) vacancies. • Coordinate with OPM to implement USA-performance platform to automate performance evaluation management for SES, SL and GS employees.
2025	<p>Performance</p> <ul style="list-style-type: none"> • Customize HCM services and training to employees to help maximize Agency and individual performance. • Improve the link between performance management and recognition to support Agency efforts to retain high-performing employees, and those with mission-critical skills. • HCM shall educate management, in coordination with the Budget and Finance Office, on the use of monetary and nonmonetary recognition throughout the entire performance cycle, which provides supervisors and managers with the tools to improve performance by building a culture of recognition for achievement. <p>Webpage</p> <ul style="list-style-type: none"> • Update the website to provide customers with more practicable HR information that is user-centric and user-friendly.

PERFORMANCE GOAL 3.2.1: IMPROVE EFILING CAPABILITY AND MAXIMIZE ITS USE IN RECEIVING CASE FILINGS.

Measure 3.2.1a (Previously 3.2.1): Expand the use of electronic filing for all components.	
Results	
2021	<ul style="list-style-type: none"> • 68% of cases eFiled Agency-wide. • 78% of Authority cases eFiled. • OGC eFiling increased by 14%. • Research and planning began to vastly increase capabilities of the eFiling system to allow a wider array of case types/actions and interactions.
2022	<ul style="list-style-type: none"> • 77% of cases eFiled Agency-wide. • 74% of OGC cases eFiled. • OGC eFiling has increased 8% from FY 2021.
2023	<ul style="list-style-type: none"> • Successfully amended the regulations to include opt-in for electronic service of documents • Modified regulations to update negotiability case filing/processing, and workgroup established to recommend additional changes to procedural regulations • Updated eFiling application to add functionality to support regulatory changes/updates • Overall, 79% of cases eFiled, falling short of our goal of 80%. Lack of funding stymied development work to accommodate eFiling improvements
Targets	
2023	<ul style="list-style-type: none"> • 80% of cases filed electronically. • Critically review and revise FLRA regulations to modernize filing requirements.
2024	<ul style="list-style-type: none"> • Fully align procedural regulations for case submission with available technology resources (eFile, etc.) to eliminate costly legacy means.
2025	<ul style="list-style-type: none"> • Implement significant regulatory changes to align with Electronic Case Filing modernization efforts.

Measure 3.2.1b (Previously 3.2.2): Move the FLRA towards 100% electronic case files, electronic permanent records, and electronic case management.	
Results	
2021	<ul style="list-style-type: none"> • Combined original Phase 2 and Phase 3 of the four-phase plan to implement fully-electronic casefile. Developed and tested end-to-end electronic case files for the Authority component, rolled out in late 2020.
2022	<ul style="list-style-type: none"> • Enhancements and improvements continue on Authority CMS. OGC CMS development hindered by lack of appropriated funds, but continues slowly.
2023	<ul style="list-style-type: none"> • Development efforts have come to a standstill due to insufficient development funds. • Minor improvements to the Authority CMS system
Targets	
2023	<ul style="list-style-type: none"> • OGC implement “electronic” ULP and REP case filing system for all new cases; eliminate use of analog case files. • Continue development and implementation of end-to-end electronic casefile system for all components.
2024	<ul style="list-style-type: none"> • Continue development and implementation of end-to-end electronic casefile system for all components. Align Agency policies and procedures for full acceptance of fully Electronic Casefile.
2025	<ul style="list-style-type: none"> • Continue development and implementation of end-to-end electronic casefile system for all components. Align Agency policies and procedures for full acceptance of fully Electronic Casefile.

PERFORMANCE GOAL 3.2.2: ENHANCE EMPLOYEE TECHNOLOGY USAGE AND SKILLS AT EVERY LEVEL

Measure 3.2.2a (New) (Previously 3.2.3): Achieve an exceptional level of information security by increasing the percentage of systems using a zero-trust model and multifactor authentication and by promptly complying with cybersecurity orders and directives.	
Results	
2021	*New Measure for 2022
2022	<ul style="list-style-type: none"> • 75% of systems using Zero Trust model, CISA-Standard CDM and EDR implemented fully
2023	<ul style="list-style-type: none"> • 80% of systems are fully Zero Trust, but lack of funding for modernization of systems has prohibited progress
Targets	
2023	<ul style="list-style-type: none"> • 90% of systems using Zero Trust model; Multifactor Authentication in use for all externally provided systems
2024	<ul style="list-style-type: none"> • 100% Zero Trust architecture, MFA in all internal and external facing systems
2025	<ul style="list-style-type: none"> • 100% Zero Trust architecture, MFA in all internal and external facing systems

Measure 3.2.2b (Previously 3b-4): Assess how internal and external customers perceive the effectiveness of the Agency’s IT modernization efforts.	
Results	
2021	<ul style="list-style-type: none"> Received overwhelmingly positive comments about the effort to move from legacy DMS solution to new integrated DMS.
2022	<ul style="list-style-type: none"> Used surveys and focus group meetings to assess the success and acceptance of the migration out of iManage and into SharePoint. Achieved about 90% satisfaction with both the new resource and the migration effort.
2023	<ul style="list-style-type: none"> Near 100% participation in the opt-in for electronic delivery of documents for eFiled cases.
Targets	
2023	<ul style="list-style-type: none"> Continue to administer targeted surveys to assess usability of proposed broad changes and enhancements to eFiling and case-management. Apply lessons learned and improve surveying for Agency migration of video and telephone services to a cloud platform. Maintain open dialog with internal and external customers to best diagnose, assess, and plan future fixes and enhancements.
2024	<ul style="list-style-type: none"> Continue to administer targeted surveys to assess usability of changes, fixes, and enhancements to the eFiling system and the Authority component CMS. Apply lessons learned and improve surveying for new development work for the OGC Component Case Management System. Maintain open dialog with internal and external customers to best diagnose, assess, and plan future fixes and enhancements.
2025	<ul style="list-style-type: none"> Continue to administer targeted surveys to assess usability of changes, fixes, and enhancements to the eFiling system and the Authority component CMS. Apply lessons learned and improve surveying for new development work for the remaining components’ Case Management Systems. Maintain open dialog with internal and external customers to best diagnose, assess, and plan future fixes and enhancements.

PERFORMANCE GOAL 3.3.1: ACHIEVE HIGH INTERNAL CUSTOMER-SERVICE SCORES ON DELIVERY OF ADMINISTRATIVE SERVICES

Measure 3.3.1a (New) (Previously 3.1.2): Improvement in overall employee job satisfaction, as demonstrated through the score for question 42 of the Federal Employee Viewpoint Survey (FEVS).		
Year	Results	Targets
Reported in 2021	73% satisfied in 2020	
Reported in 2022	73% satisfied in 2021	
Reported in 2023	80% satisfied in 2022	75% satisfied
Reported in 2024		77% satisfied
Reported in 2025		77% satisfied

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