



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

**FINAL**

**U.S. FEDERAL LABOR RELATIONS AUTHORITY**

**CONGRESSIONAL BUDGET JUSTIFICATION**



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**UNITED STATES  
FEDERAL LABOR RELATIONS AUTHORITY**



**Congressional Budget Justification  
Fiscal Year 2021**

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# U.S. FEDERAL LABOR RELATIONS AUTHORITY

## BACKGROUND AND MISSION

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The Federal Labor Relations Authority (FLRA or the Agency) is an independent administrative 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 purpose of the Statute is to prescribe certain rights and obligations of the employees of the Federal Government and to establish procedures that are designed to meet the special requirements and needs of the Government. *Id.* § 7101(b). The provisions of the Statute are to be interpreted in a manner consistent with the requirement of an effective and efficient Government. *Id.*

Consistent with its statutory mandate, FLRA's mission is: *Protecting rights and facilitating stable relationships among Federal agencies, labor organizations, and employees while advancing an effective and efficient Government through the administration of the Statute.*

FLRA applies its Federal-sector expertise to execute its mission primarily by carrying out the following statutory responsibilities:

1. Conduct hearings and resolve complaints of unfair labor practices (ULPs) under § 7118 of the Statute. *Id.* § 7105(a)(2)(G). FLRA is responsible for investigating, prosecuting, and adjudicating claims that an agency or a labor organization has failed to uphold its legal obligations under the Statute.
2. Determine the appropriateness of units for labor-organization representation under the Statute, and supervise or conduct elections to determine whether a labor organization has been selected as an exclusive representative by a majority of employees in an appropriate unit. *Id.* § 7105(a)(2)(A). FLRA also resolves disputes about which employees may be included in bargaining units under the Statute. *Id.* § 7105(a)(2)(B).
3. Resolve exceptions to grievance-arbitration awards under § 7122 of the Statute. *Id.* § 7105(a)(2)(H). FLRA adjudicates appeals – known as exceptions – to arbitration awards that result from grievances filed by employees, labor organizations, or agencies under parties' negotiated grievance procedures. The FLRA reviews those awards to assess whether they are contrary to any law, rule, or regulation, or are deficient on other grounds similar to those applied by federal courts in private-sector labor-management disputes.
4. Resolve issues relating to the duty to bargain in good faith under § 7117(c) of the Statute. *Id.* § 7105(a)(2)(E). FLRA resolves negotiability disputes that arise during bargaining under two circumstances – when an agency claims that a contract proposal is outside the duty to bargain and when an agency head disapproves a negotiated agreement claiming that it contains provisions that are contrary to law, rule, or regulation.



5. Provide assistance in resolving negotiation impasses between federal agencies and exclusive representatives. *Id.* § 7119.

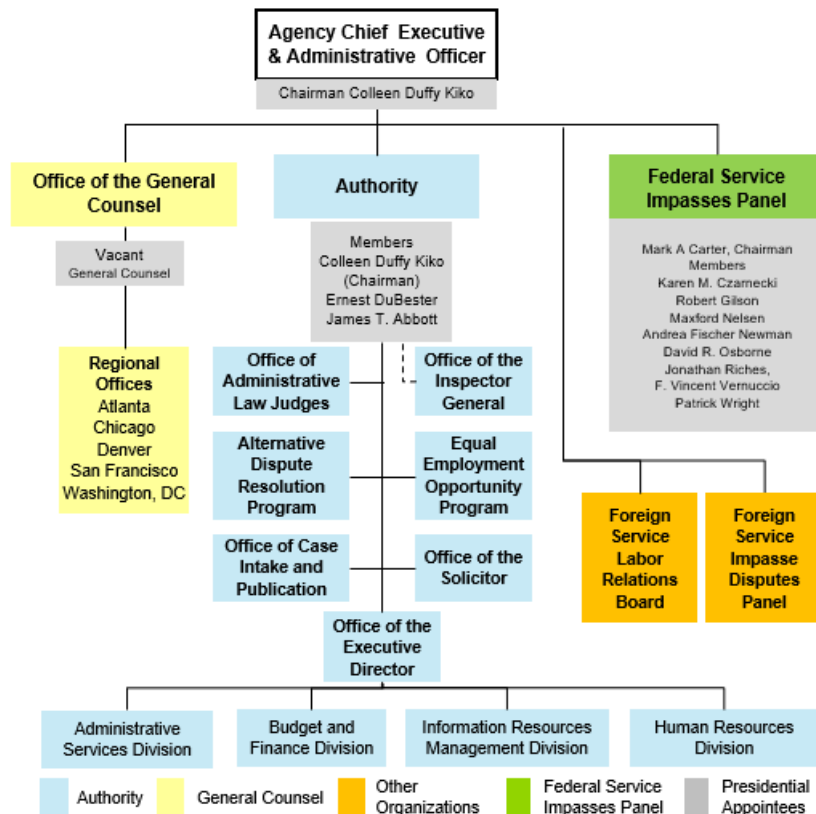
In addition, Congress directed FLRA to prescribe criteria and resolve issues relating to the granting of national consultation rights under § 7113 of the Statute; prescribe criteria and resolve issues relating to determining compelling need for agency rules or regulations under § 7117(b) of the Statute; prescribe criteria relating to the granting of consultation rights with respect to conditions of employment under § 7117(d) of the Statute; and take such other actions as are necessary and appropriate to effectively administer the provisions of the Statute.

Moreover, FLRA is to “provide leadership in establishing policies and guidance” related to matters under the Statute. *Id.* § 7105(a)(1). FLRA satisfies this directive primarily through its written determinations, but also by offering training and other services.

## ORGANIZATIONAL STRUCTURE

Headquartered in Washington, D.C., FLRA has three independent statutory components – the Authority, the Office of the General Counsel (OGC), and the Federal Service Impasses Panel (the FSIP or the Panel) – each with unique adjudicative or prosecutorial roles.

The Agency also provides full program and staff support to two other organizations – the Foreign Service Labor Relations Board and the Foreign Service Impasse Disputes Panel, pursuant to the Foreign Service Act of 1980, 22 U.S.C. §§ 4101-4118.





## ***Authority***

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### ***Chief Executive and Administrative Officer***

The President of the United States designates one Member as Chairman who serves as FLRA's chief executive and administrative officer. 5 U.S.C. § 7104(b).

### ***The Authority***

The Authority – FLRA's adjudicatory body – is led by three full-time, presidentially nominated and Senate-confirmed Members who are appointed to fixed, staggered five-year terms.

The Authority is responsible for adjudicating ULP complaints, ruling on exceptions to arbitrators' awards, resolving disputes over the negotiability of collective-bargaining proposals and provisions, and deciding applications for review of Regional Directors' decisions in representation disputes. The Authority Members appoint Administrative Law Judges (ALJs) to hear and prepare recommended decisions that may be appealed to the Authority in cases involving ULP complaints.

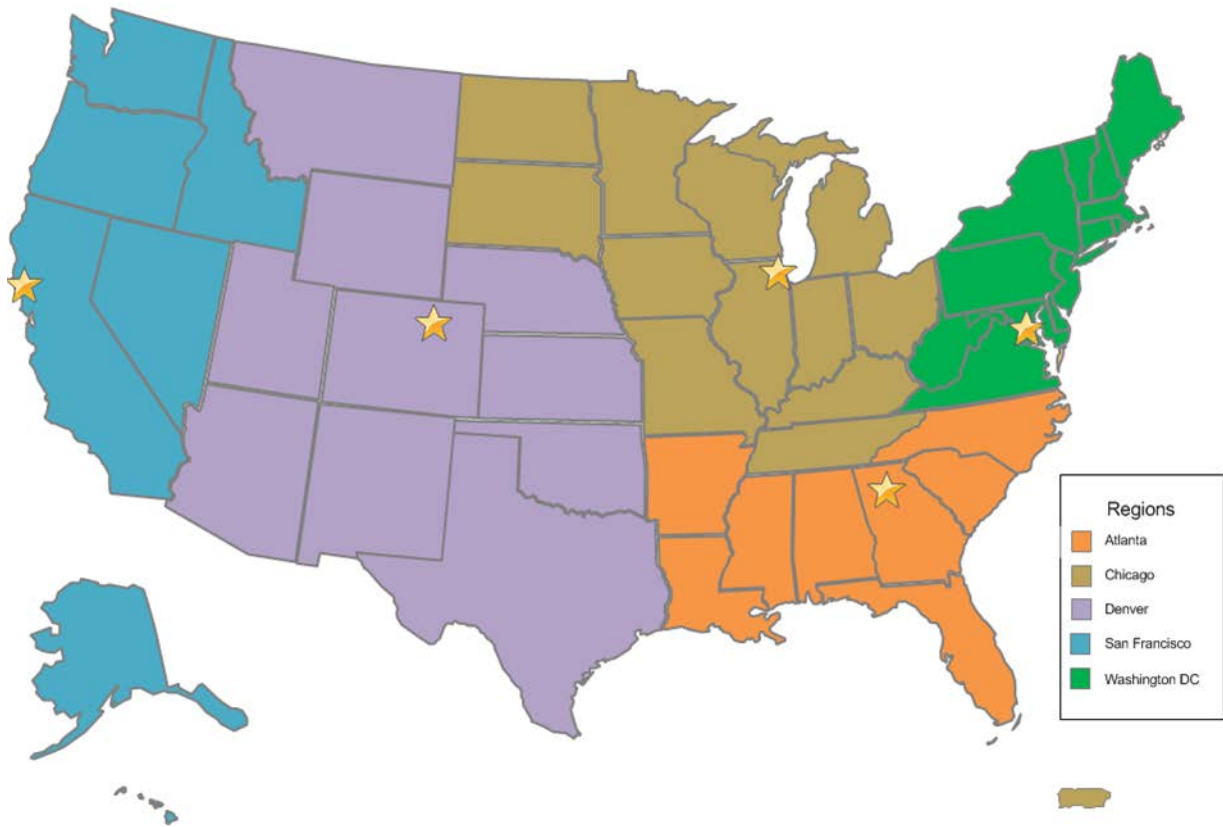
Other offices and programs under the jurisdiction of the Authority include the Office of the Solicitor, the Office of Administrative Law Judges (OALJ), the Office of Case Intake and Publication (CIP), the Alternative Dispute Resolution Program, and the Equal Employment Opportunity Program. Standing as an independent entity within the Authority is the Office of Inspector General.

### ***The Office of the General Counsel***

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The Office of the General Counsel (OGC) is led by a presidentially appointed and Senate-confirmed General Counsel who has direct authority over, and responsibility for, all employees in the OGC, including those in FLRA's Regional Offices. The OGC investigates and resolves ULP charges, files and prosecutes ULP complaints, and provides training, as appropriate. In addition, through delegation by the Authority, the Regional Offices investigate and resolve representation cases and conduct secret-ballot elections.

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



***The Federal Service Impasses Panel***

The FSIP is composed of part-time Presidential appointees who are appointed to fixed, staggered five-year terms. The FSIP provides assistance 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 AND CHALLENGES**

FLRA is requesting funding to fully support an FTE level of 119 for 2021. In 2019, FLRA carefully reexamined its organizational structure and size to prepare for the reduction in the budget for 2020, focusing on the cost of FTEs. FLRA calculations resulted in the need to reduce in 2020 the requested and authorized 2019 staffing level from 125 to 115 to meet the five-percent reduction implemented. Based on experience in 2019, FLRA has determined that the cut was detrimental to the Authority’s overall case production and Agency wide customer engagement efforts. Thus, this request returns one attorney FTE for each of the three Authority members. In addition, the Inspector General (IG) has requested an additional staff member to provide mandated legal services to the IG in accordance with the IG Act. For 2021, given this staff level and recent pay increase, as well as the need to institute a more robust awards and recognition program mandated by Office of Management and Budget (OMB) Guidance, FLRA has calculated how much it will cost to pay and maintain 119 FTEs. This request provides a budget to support that number.

The funding increase will also support the steady and efficient progress FLRA has been making in completing an electronic case filing system, which will provide for better

service delivery to its customers, stakeholders, and the public. Adequate funding is needed to complete the Case Management System development for two components, as well as to connect the Case Management System and the Agency Document Management System, resulting in a fully electronic case file. Funding will be needed to address converting legacy (paper) documents to electronic format - to include converting oversized documents as part of the electronic case file. Receiving the requested funding increase will ensure that the Agency meets the requirement for electronic records by December 31, 2022 as directed by OMB. 2021 will be a critical time for the IT security program and other integral IT programs as FLRA begins to tie them together and bring them into full production.

To be an effective partner in achieving the President's vision of Strengthening the Federal Workforce, FLRA itself needs a first-in-class workforce. Consistent with the PMA, FLRA seeks to build an agile organization to quickly respond and align to changing mission needs, innovations, and technological advancements. FLRA is committed to recruiting, rewarding, and retaining a diverse and well-respected workforce and, to help achieve this goal, intends to institute an Agency Workforce Fund Plan as required by OMB and OPM Guidance, M-19-24 (July 12, 2019). (*see infra p. 12*)

As discussed in more detail below, FLRA is a high performing Agency. Under its 2018-2022 Strategic Plan, FLRA will continue to achieve strong mission-related results, while focusing on more customer-friendly time targets and educational resources, IT modernization, and human-capital initiatives.

Nonetheless, the Agency faces external challenges that are beyond its control, such as vacancies in political leadership, staffing fluctuations, and budget uncertainty. For example, FLRA has been without a presidentially appointed, Senate-confirmed General Counsel since January 20, 2017. In the absence of a General Counsel, the Regional Offices may investigate ULP charges and dismiss those found to lack merit, but they cannot issue ULP complaints when the Regional Director recommends that a complaint be issued. This is because the text of the Statute makes clear that issuance of a complaint is a power reserved exclusively to the General Counsel's discretion. 5 U.S.C. §§ 7104(f)(2)(B), 7118(a)(1). In addition, only the General Counsel can decide appeals of a Regional Director's dismissal of a ULP charge.

The General Counsel position is subject to the Federal Vacancies Reform Act (Vacancies Act), so, upon the resignation of the then-General Counsel, the career Deputy General Counsel automatically became the Acting General Counsel on January 20, 2017. He served as Acting General Counsel until November 16, 2017, the statutory maximum under the Vacancies Act absent a General Counsel nominee. Since that date, no ULP complaints or ULP appeal decisions have issued. As of September 30, 2019, there are 298 ULP-complaint recommendations and approximately 326 appeals awaiting review by a new General Counsel.

### ***Authority***

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The Authority has experienced significant staffing shortages in 2019 that have hampered its case processing speed. Between August 2018 and June 2019, the Member offices lost eleven attorneys, which constituted 61 percent of the attorneys at that time. Although the Authority has recently filled many of those vacancies, the intervening period of understaffing dramatically affected the Authority's case processing abilities. At the end

of 2018, the Authority was averaging almost 12 merits decisions per month. However, as a result of staff loss, the Authority averaged 8 merits decisions per month in 2019. Staffing shortages have also resulted in an accumulating backlog of pending cases, and the Authority focused its efforts on issuing the oldest cases in its inventory. However, without a full staff, making significant progress has been challenging, as the backlog of negotiability and arbitration cases is growing faster than the cases are being issued. The Authority began 2019 with a pending inventory of 111 cases, but ended the year with an inventory of approximately 136 cases.

Although its new case-processing performance measures provide the Authority with ambitious time targets and the parties with more meaningful information regarding case-processing timelines, the significant staffing shortages discussed above have resulted in the Authority failing to meet some of its targeted goals. The Authority met its 210-day target in 37 percent (32/87) of arbitration cases and met its 300-day target in 75 percent (6/8) of ULP cases and 83 percent (30/36) of negotiability cases. Because the Authority made a concerted effort to clear most of its oldest cases by the end of 2019, its performance in these measures reflects that it is issuing some of the oldest cases in the Authority's inventory. For example, the Authority met its outer 365-day target in 92 percent (33/36) of negotiability cases, 88 percent (7/8) of ULP cases, and 84 percent (73/87) of arbitration cases. Further, the Authority continues to meet the statutory requirement to determine whether to grant review in 100 percent of representation cases within 60 days of filing of an application for review from a Regional Director's determination. Where the Authority has granted applications for review, it met its 210-day target in 75 percent (6/8) of cases and its outer 365-day target in 88 percent (7/8) of cases.

The Authority is also committed to decreasing its "average ages" of closed cases within each case type. The Authority set 2019 targets to reduce the average age in each case type by 5 percent. However, this target is in tension with the Authority's focus on issuing the oldest cases in its inventory. Accordingly, the Authority did not hit the 5 percent reduction in average age for any of its four case types. But by issuing many of its oldest cases by the end of 2019, the Authority is positioning itself to improve its performance under 2020 case-processing timeliness measures.

The OALJ – also part of the Authority – met or substantially met all of its performance goals in 2019. Due to the continuing lack of a Presidentially nominated and Senate-confirmed General Counsel, the OALJ completed all of its remaining ULP cases and continued performing work for other agencies on a reimbursable basis through the ALJ Loan Program. In addition, due to attrition and reduction of staff of the Authority, the OALJ continued drafting decisions in accordance with regulations to assist the Authority with matters other than ULP cases.

The Office of the Solicitor represents FLRA in court proceedings before all U.S. courts, including the U.S. Supreme Court, the U.S. Courts of Appeals, and the Federal District Courts. During 2019, the Solicitor's Office litigated numerous cases in the federal courts, filed briefs supporting Authority decisions, and presented oral argument before panels of circuit court judges. After receiving decisions from the courts of appeals, the Solicitor's Office provided timely and thoughtful advice to the Authority concerning the courts' orders. As the Authority issued many of its pending cases in 2018, the Solicitor's Office experienced increasing caseloads in 2019, which is expected to continue in 2020 and 2021 as parties seek review of adverse Authority decisions in the courts of appeals under 5

U.S.C. § 7123(a). The Solicitor also serves as FLRA's in-house counsel, providing legal advice to FLRA components on all facets of government operations, including ethics, FOIA, privacy, human resources, fiscal law, and the Administrative Procedure Act. It met all reporting and substantive deadlines under those authorities.

### ***Office of the General Counsel***

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Despite not having a General Counsel or Acting General Counsel since November 17, 2017, the OGC continued to investigate cases and deliver strong results. It met its strategic performance measures for the timely resolution of ULP and representation cases, having resolved, 88 percent (1,867/2,134) of ULP cases within 120 days of the filing date, and 77 percent (205/266) of representation cases within 120 days of filing. Of those ULP cases resolved in 2019, the OGC resolved over 360 of them through voluntary settlement during the investigative process.

In both 2018 and 2019, the OGC continued to experience a downward trend in its ULP intake. From 2018 to 2019, ULP intake declined by 22 percent (or 625 cases).

The Agency bases this request on an assumption that a new General Counsel will be nominated and confirmed in 2020. Having OGC political leadership in place will restore the OGC's ability to carry out its full mission and allow it to be successful in further meeting its 2020 and 2021 performance goals while eliminating the backlog of cases pending GC action.

### ***Federal Service Impasses Panel***

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FSIP has exceeded most of its timeliness measures for assisting parties in resolving their negotiation impasses. Specifically, in most cases, 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 90 percent (10/11) 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 percent (15/15) of cases. And it issued its final order within 200 days of the date that the parties filed their request for assistance in 100 percent (21/21) of cases.

Although in previous years, the Panel has received an average of 140 requests for assistance per year (averaging close to 11 new filings per month), In 2017, the Panel received 97 filings (an average of 8 new filings per month), 92 filings in 2018 (an average of 8 new filings per month), and 77 filings in 2019 (an average of 6 new filings per month).

This downward trend is expected to continue. While the number of cases filed has decreased, the issues involved in the impasses have become more complex. Following the Administration's May 2018 issuance of Executive Orders 13836, 13837, and 13839, the FSIP began to receive more impasses over ground rules for successor collective-bargaining agreements and successor collective-bargaining agreements. These cases tend to be substantively more complex than single issue impact and implementation changes (e.g., changes in a personnel policy) and, the parties tend to be more entrenched in their positions and less willing to settle the impasse, resulting in the need for the Panel to issue final orders to resolve the impasse. In 2017, the Panel issued a final order on parties in 12 cases (which was 10% of the cases filed with the Panel). In 2019, the number of cases

where the Panel issued a final decision was 24, approximately 31 percent of the cases filed that year.

### ***Improving the Customer Experience***

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FLRA speaks first through its decisions. Consistent with the PMA, the Agency will emphasize Improving the Customer Experience by providing more meaningful information to parties about case-processing timelines. For example, starting in 2019, the Authority is measuring case age starting from the date that the case is filed until the date that a decision is issued. In addition, the Agency began reporting “average ages” of closed cases within all FLRA components and offices, which will provide the parties with the average amount of time that it takes to process each case type. Making all of this information available to the parties will help them reach better, more informed decisions regarding their litigation options. It also provides them with more realistic expectations around case processing.

FLRA also provides valuable education and training tools to the Federal labor-management-relations community in all aspects of its case law and processes. Providing meaningful and clear guidance on statutory rights and responsibilities so that its customers are knowledgeable furthers timely and efficient case processing and is an important function of FLRA under the Statute. FLRA delivers its educational materials through a variety of means, such as: in-person training sessions; web-based training modules; and case outlines, manuals, and subject-matter guides that are easily accessible on [www.flra.gov](http://www.flra.gov).

In 2019, FLRA, as a whole, provided 95 training sessions to over 3,000 participants. The Authority, the OGC, and the FSIP also provided in-person case-law updates and training at several nationwide, annual conferences. These sessions included presentations of newly prepared materials of current relevance, as well as updated materials for more standard sessions. The OGC consistently provided statutory training courses across the country.

However, these numbers are significantly lower than in prior years. For example, in 2016 and 2017, FLRA conducted 280 and 273 training, outreach, and facilitation activities, respectively. In 2018, FLRA conducted only 124. Due to staffing challenges, the Authority limited its external training offerings in 2019 to ensure that all available staff was working to process cases. Similarly, the number of participants reached through these activities has decreased from over 8,000 in 2015 through 2017 to 4,289 in 2018 and 4,807 in 2019. In 2021, FLRA plans to increase customer engagement by, among other things, offering more training sessions to parties appearing before the Authority and reaching more participants through newly-developed online training and greater use of social media.

As stated, the Authority educates the parties, primarily, through its issued decisions, particularly those on previously unaddressed legal issues. To that end, many of the trainings that it provided in 2019 were “Case Law Updates.” The Authority has also focused on providing training on topics where the case law has been changing. For example, the Authority presented training on management rights and arbitrability. During 2019, the Authority began publishing case-summary “digests” to provide additional, easy-to-understand guidance to its customers.

In addition, due to budget uncertainty in 2019, the OGC scaled back its provision of training that required FLRA-funded travel. Consistent with the 2018-2022 Strategic Plan, the FLRA is developing creative ways to provide educational material in new, innovative, and more cost-effective ways that allow for wider reach and less travel. In 2020 and 2021, FLRA will develop training videos that anyone can easily access from the Agency website. FLRA is also exploring options to live stream training sessions. Moreover, the Authority and the OGC will continue to update online educational tools, including guides and manuals.

In order to serve its customers and fulfill its statutory obligation to expedite negotiability appeals to the extent practicable, the Authority signed a memorandum of understanding (MOU) with the Federal Mediation and Conciliation Service (FMCS) creating a new pilot procedure to offer alternative dispute resolution opportunities at no cost to the parties for resolving negotiability appeals. Under its terms, FMCS is developing a unique cadre of mediators, some of whom have already received specialized training from the Authority, to assist the parties through mediation. Under the pilot program, before a negotiability appeal is considered by the Authority's Members for a decision, the Authority may refer such appeals to FMCS, either on the Authority's own initiative or based upon a request from the parties. The negotiability-appeal-mediation procedure is expected to take between 30 and 60 days.

In addition, as described in detail below, FLRA's eFiling efforts are focused on improving the customer experience and allowing both filers and the Agency to improve efficiency through paperless automation.

### ***Executive Branch Reform***

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Executive Order 13781, [\*Comprehensive Plan for Reorganizing the Executive Branch\*](#), (March 13, 2017) and OMB Memorandum M-17-22, [\*Comprehensive Plan for Reforming the Federal Government and Reducing the Federal Civilian Workforce\*](#), (April 12, 2017), provided the Agency with an opportunity to take a close look at its structure and operations, and to implement solutions for streamlining and reducing costs across FLRA. It developed reform proposals and a long-term workforce plan focused on improving the Agency's efficiency, effectiveness, and accountability. Based on regional workload, flat budgets, increasing rental costs, and the availability of technology to improve operational efficiency, on February 12, 2018, the Agency announced that it would consolidate from seven to five regional offices, resulting in closure of the Agency's Dallas and Boston Regional Offices. The Dallas Regional Office closed on September 30, 2018, followed by the Boston Regional Office on November 30, 2018.

Other recent reform efforts included sustaining the 25 percent across-the-board reduction in the Agency-wide travel and agency-wide internal, employee-development training from 2017 through 2020. However, travel costs will increase for hearings once a GC is onboard. In addition, in 2021, additional costs are expected for professional development for FLRA staff and providing specific targeted statutory training to parties.

With respect to employee-development training, despite budgetary limitations, FLRA has worked to provide its employees with relevant, mission-related training and to better identify training needs. For example, the Agency has implemented individual employee development plans for all staff, and the Agency has instituted informal "lunch and learns" on topics such as case law updates, FSIP, and OALJ.



FLRA has also committed to other administrative efforts to reduce costs. Where appropriate, the Agency will continue to tap existing Government-wide shared-services solutions, like those that it already uses for payroll, financial services, and travel. It will continue to seek out and utilize existing Government-wide procurement solutions and contracting flexibilities. These include using a General Services Administration (GSA)-approved vendor that the Agency otherwise would not have found for its eFiling and Case Management projects, and piggybacking on the Library of Congress's FEDLINK contracting tool to procure Westlaw legal research services more easily.

### ***People: Developing a Workforce for the 21<sup>st</sup> Century***

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The mission accomplishments cited above are particularly noteworthy because, in 2019, FLRA has operated with as many as 16 vacant positions.

Guided by its new strategic plan, in 2019, FLRA began its review of Agency performance-management systems (both General Schedule and Senior Executive Service) and individual employee performance plans to ensure that they directly align with the new 2018-2022 Strategic Plan. Revised performance standards will be implemented as part of a one-year pilot at the beginning of 2020.

In support of these efforts to improve performance management, the Agency is currently working with the Office of Personnel Management's (OPM) to implement the USA Performance automated performance-management system in 2020. Automating the performance-management process using a tool that is compliant with all Federal performance-management regulations and OPM recommendations will assist Agency managers – and the Agency as a whole – in increasing performance accountability.

OPM's Federal Employee Viewpoint Survey (FEVS) provides employees an opportunity to influence change by submitting feedback about their work environment, agency leadership, and other important factors affecting morale and employee satisfaction. In 2018, the FLRA FEVS responses declined for certain measures as compared with prior years. Specifically, FLRA employees identified areas for improvement involving training, the mission of the Agency, communication, innovation, management, and leadership.

In response to the 2018 FEVS feedback, the Agency has enhanced its efforts to actively engage employees at all levels in Agency processes and to seek their opinions. For example, building on the Agency's efforts in 2018 to develop an employee-driven 2018-2022 Strategic Plan, FLRA launched several internal Strategic Plan Implementation Teams, which have operated throughout 2019. The teams, each of which includes both managers and non-managers, are:

- (1) Professional Development Team
- (2) Performance Communication Team
- (3) Customer Engagement Team
- (4) Digests Team
- (5) Employee Engagement Team

The teams have focused on a variety of issues including revisions to performance plans for mission critical positions, improving customer engagement, and improving professional development within the Agency. These employee-led teams have recommended, for

example, new performance standards for the majority of positions in the Agency, completion of individual development plans by employees to identify their training needs, and recently recorded video presentation of educational material to be made available on the FLRA website. Many of the teams' recommendations have been accepted and will be implemented in 2020. Further, the teams have engaged in discussions with leadership on how best to allocate limited training dollars for the agency. This process has allowed employees to be engaged in the stewardship of the Agency and to offer innovative and creative solutions to problems they see in the workplace or its processes.

Consistent with OMB policy, FLRA has prepared a Workforce Fund Plan to guide the award program in 2020 and will develop the plan further in 2020. For fiscal year 2021, as directed by OMB, the Agency will increase award funding by 1 percent of non-SES/SL/ST salary spending. To ensure that the Workforce Fund Plan sets forth a comprehensive strategy to develop and foster a culture of recognition, both formal and informal, FLRA will review and update the plan in 2020 for use in 2021. As part of this review, FLRA will: identify the projected awards spending level, as a dollar amount, by component; align with agency strategic goals and support organizational values; address how FLRA will strategically spend the determined amount consistent with its broader recognition plan; explain how the strategic spending plan will result in improved outcomes and organizational performance; explain how FLRA evaluated and adjusted, as appropriate, the balance between rating-based awards and individual contribution awards; ensure use of an evidence-based approach to support issuing awards and the amount; and define how FLRA will determine the effectiveness of awards and recognition programs and the measures used to evaluate effectiveness.

### ***IT Modernization***

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FLRA is continuing its ongoing efforts to expand its IT capabilities to enhance mission performance by improving the quality and effectiveness of its internal- and external-customer-facing services – including increased use of cloud-based solutions, improving its IT security program, and developing innovative means for enhancing employees' ability to work remotely. The Agency also continues to improve its overall efficiency, as well as the customer-service experience, by engaging in new and innovative ways to conduct business, such as through electronic case filing (eFiling). In addition, the Agency has strategically emphasized IT modernization by implementing realistic and attainable equipment lifecycles.

In 2019, FLRA continued to execute its multi-year, four-phase plan to achieve its long-term goal of implementing end-to-end electronic case files throughout the Agency and complying with OMB mandates.

1. Phase 1 was implementation of upgraded eFiling 3.0. Addressing customer feedback, and after refining its approach, the Agency launched a more user-friendly and intuitive user interface that is built on a new, cloud-based technical platform that will better support the Agency's long-term needs. This was completed in 2018.
2. Phase 2 is to provide a similar, more user-friendly and intuitive user interface for the Agency's internal electronic Case Management System (CMS). Phase 2 also includes implementation of an Agency-wide Document Management System (DMS) – an electronic, cloud-based “filing cabinet” that provides a framework for

organizing digital and paper documents. The DMS also provides the necessary storage capacity and IT platform for the eventual integration of eFiling, CMS, and DMS. The Agency has already implemented the DMS, and in 2019 initiated the first pilot of the CMS with the Authority office. The Agency expects to complete development for the Office of General Counsel in FY 2020 and to fully implement the new CMS across all components by the end of calendar-year 2021.

3. Phase 3 is the integration of the automated connection between eFiling, CMS, and DMS, which is currently underway, with completion anticipated by the end of 2021.
4. Phase 4 is the transition to 100 percent electronic case files throughout the Agency, with a goal of September 30, 2022, for completion (in advance of the deadline of December 31, 2022, directed by OMB).

The Agency has relied on an agile development approach, both in how the systems are developed and with how the project is funded. As such, timelines associated with the four-phase plan have shifted over time, but the Agency still remains within target, and its overall costs are well *below* industry standards for similar undertakings. Further, despite the evolving nature of the approach, the goal and the results have remained the same: implementation of fully electronic case files throughout the Agency to enable the FLRA to meet OMB requirements and increase its overall efficiency and effectiveness. Successful achievement of this goal will enable implementation of additional external and internal case-processing improvements that will further maximize the use of technology and eliminate many of the labor-intensive, manual case processes that are currently in place. These case-processing improvements include: reducing the time and expense that FLRA staff spends copying, scanning, mailing, and entering data; eliminating outdated facsimile service; reducing U.S. Mail costs by implementing electronic service of case-related documents by FLRA on the parties; reducing or eliminating courier costs for transferring paper case files between FLRA components; implementing a pilot program that would mandate FLRA parties to file all case-related documents electronically, and eventually mandating eFiling for all FLRA case filings. The greatest benefit will be the ability to redirect staff hours currently used to perform manual administrative tasks to perform other mission-critical functions.

In addition, FLRA continues to embrace its “cloud-first” approach. All of the Agency’s major technical components – email, DMS, CMS, and eFiling – are hosted in the cloud. The FLRA is planning to move its Video Conferencing (VTC) system to the cloud in 2020 and Voice over Internet Protocol (VoIP) in 2021. Also, in 2019 the Agency continued to maintain its lifecycle for Agency computer hardware, completing an Agency refresh of all laptops and specific data center hardware. FLRA is also exploring options to modernize employee communication platforms.

### ***Reports on Outstanding Government Accountability Office and Inspector General Recommendations***

There are no outstanding Government Accountability Office or Inspector General Recommendations subject to section 2(b) of the Good Accounting Obligation in Government Act, Pub. L. No. 115-414 (2019).

# BUDGET JUSTIFICATION

## APPROPRIATIONS LANGUAGE

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### 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, \$28,395,000: *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.

### 2021 FUNDING REQUEST

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FLRA requests \$28,395,000 in 2021 to fund employee salaries and related operating expenses necessary to execute its mission and meet annual performance targets. The Agency’s 2021 request will fund 119 full-time equivalents (FTEs).

(In thousands of dollars)

Program Activity	FY 2019 Actual	FY 2020 Enacted	FY 2021 Request	Change from FY 2020
Authority	\$ 16,073	\$ 13,659	\$ 15,617	\$ 1,958
Office of the General Counsel	\$ 9,335	\$ 10,210	\$ 11,641	\$ 1,431
Federal Service Impasses Panel	\$ 758	\$ 1,021	\$ 1,137	\$ 116
<b>Direct Obligations</b>	<b>\$ 26,166</b>	<b>\$ 24,890</b>	<b>\$ 28,395</b>	<b>\$ 3,505</b>
<b>FTEs</b>	<b>99</b>	<b>109</b>	<b>119</b>	<b>10</b>

The requested 2021 funding level follows cost-saving measures initiated in recent years to increase program effectiveness, and reduce fragmentation, overlap, and duplication. These efforts included, among others, consolidation of the Agency’s regional-office structure in 2018 and 2019 – from seven regional offices to five – in order to improve efficiencies and reduce rent and other costs. FLRA also previously reduced the size of its Headquarters location by approximately 12,000 square feet, and it continues to look for ways to reduce rental costs annually throughout the Agency, even before its leases approach expiration.

The Agency has undertaken a thorough evaluation and prioritization of every vacancy, consistent with the Administration's goal of comprehensive Government reform and workforce reshaping. While the vast majority of the increased funding level will go toward compensating the 119 FTEs, the funding will also go toward additional training of the parties, an important function entrusted to FLRA under the Statute, but one which has diminished in 2019 as a result of the prior funding decrease. In addition, with the turnover of staff, resources are needed to properly train professional staff.

The 2021 Budget Request and the Agency Performance Plan assume that there will be a presidentially nominated and Senate-confirmed General Counsel in place during 2020. Filling this position will allow for processing of the backlog of unfair-labor-practice (ULP) cases in which ULP-complaint recommendations and appeals are awaiting review by the General Counsel. This anticipates increased ULP hearing activities and increased case-related travel costs in 2020 for the Office of the General Counsel (OGC) and the Office of Administrative Law Judges (OALJ). With the onboarding of a new GC, the requested FTE level will allow the GC to manage the increased level of work.

### **CHANGE FROM 2020**

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The requested funding level for 2021 reflects an overall increase of \$3,505,000, approximately 14 percent, over 2020.

#### *Personnel Compensation and Benefits*

Personnel compensation and benefits costs continue to account for the overwhelming majority of its overall budget – nearly 80 percent.

## PROGRAM AND FINANCING SCHEDULE

(In thousands of dollars)

	FY 2019 Actual	FY 2020 Estimate	FY 2021 Request
<b>Budgetary resources:</b>			
Unobligated balance (total)	\$ 467	\$ 1,341	\$ 1,341
Appropriation, discretionary (total)	\$ 26,200	\$ 24,890	\$ 28,395
Spending authority from offsetting collections, discretionary (total)	\$ 30	\$ 100	\$ -
Total budgetary resources	\$ 26,697	\$ 26,331	\$ 29,736
<b>Status of budgetary resources:</b>			
Direct obligations (total)	\$ 26,357	\$ 24,890	\$ 28,395
Reimbursable obligations (total)	\$ 30	\$ 100	\$ -
New obligations and upward adjustments (total)	\$ 26,387	\$ 24,990	\$ 28,395
Unobligated balance, end of year	\$ 310	\$ 1,314	\$ 1,314
Total budgetary resources	\$ 26,697	\$ 26,304	\$ 29,709
<b>Change in obligated balance:</b>			
Obligated balance, start of year	\$ 3,739	\$ 3,132	\$ 3,132
Obligated balance, end of year	\$ 5,858	\$ 3,132	\$ 3,132
<b>Budget authority and outlays, net:</b>			
Budget authority, gross	\$ 26,230	\$ 24,890	\$ 28,395
Outlays, gross (total)	\$ 24,028	\$ 24,690	\$ 29,748
Offsets against gross budget authority and outlays (total)	\$ (48)	\$ (31)	\$ (31)
Additional offsets against budget authority only (total)	\$ 18	\$ 10	
Budget authority, net (discretionary)	\$ 26,200	\$ 24,890	\$ 28,395
Outlays, net (discretionary)	\$ 23,981	\$ 24,690	\$ 29,748

## OBJECT CLASSIFICATION SCHEDULE

(In thousands of dollars)

	FY 2019 Actual	FY 2020 Estimate	FY 2021 Request
Direct obligations:			
Personnel compensation:			
Full-time permanent	\$ 13,002	\$ 12,127	\$ 14,335
Other than full-time permanent	\$ 307	\$ 571	\$ 571
Other personnel compensation	\$ 244	\$ 407	\$ 407
Total personnel compensation	\$ 13,553	\$ 13,105	\$ 15,313
Civilian personnel benefits	\$ 4,468	\$ 4,464	\$ 5,036
Travel and transportation of persons	\$ 97	\$ 165	\$ 225
Transportation of things	\$ 37	\$ 12	\$ 12
Rental payments to GSA	\$ 2,798	\$ 2,392	\$ 2,542
Communications, utilities, and misc. charges	\$ 382	\$ 325	\$ 325
Printing and reproduction	\$ -	\$ 14	\$ 14
Other services from non-federal sources	\$ 2,737	\$ 895	\$ 3,233
Other goods and services from Federal sources	\$ 1,612	\$ 3,160	\$ 1,387
Operation and maintenance of facilities	\$ -	\$ 4	\$ 4
Operation and maintenance of equipment	\$ 374	\$ 93	\$ 93
Supplies and materials	\$ 246	\$ 121	\$ 121
Equipment	\$ 53	\$ 90	\$ 90
Direct obligations	\$ 26,357	\$ 24,840	\$ 28,395
Reimbursable obligations:			
Travel and transportation of persons	\$ 30	\$ 100	
Reimbursable obligations	\$ 30	\$ 100	
Total new obligations	\$ 26,387	\$ 24,940	\$ 28,395

## EMPLOYMENT SUMMARY SCHEDULE

	FY 2019 Actual	FY 2020 Estimate	FY 2021 Request
Direct civilian full-time equivalent employment	99	109	119



## AWARDS DATA SCHEDULE

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(In thousands of dollars)

FY 2020 Estimated GS Salary Spending	Estimated FY 20 Awards Spending %	FY 2021 Requested GS Salary Spending	FY 2021 Estimated Allocation of Awards Spending	FY 2021 Estimated Allocation of Awards Spending %
\$ 14,369	1.5%	\$ 16,154	\$ 404	2.5%

## INSPECTOR GENERAL RESOURCES

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The Office of the Inspector General (OIG) provides independent and objective assessments of 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.

FLRA's 2021 funding request includes \$921,120 for the OIG, including funding to create an attorney/investigator position to provide mandated legal services to the IG in accordance with the IG Act. The funding level requested by the IG, including \$10,000 for training and \$3,030 to support the Council of the Inspectors General on Integrity and Efficiency (CIGIE) has been funded in total. The IG has certified that FLRA's funding request for the OIG satisfies all training requirements for 2021.



INSPECTOR GENERAL

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

September 4, 2019

The Inspector General Reform Act (Pub. L. 110-149) was signed by the President on October 14, 2008. Section 6(f) (1) of the Inspector General Act of 1978, 5 U.S.C. app. 3, was amended to require certain specifications concerning Office of Inspector General (OIG) budget submissions each fiscal year (FY).

Each Inspector General (IG) is required to transmit a budget request to the head of the establishment or designated Federal entity to which the IG reports specifying:

- The aggregate amount of funds requested for the operations of the OIG,
- 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 fiscal year, and
- The portion of this amount necessary to support the Council of the Inspectors General on Integrity and Efficiency (CIGIE).

The head of each establishment or designated Federal entity, in transmitting a proposed budget to the President for approval, shall include:

- An aggregate request for the OIG,
- The portion of this aggregate request for OIG training,
- The portion of this aggregate request for support of the CIGIE, and
- Any comments of the affected IG with respect to the proposal.

The President shall include in each budget of the U.S. Government submitted to Congress.

- A separate statement of the budget estimate submitted by each IG,
- The amount requested by the President for each OIG,
- The amount requested by the President for training of OIGs,
- The amount requested by the President for support of the CIGIE, and
- 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.

Following the requirements as specified above, the Federal Labor Relations Authority Inspector General submits the following information relating to the OIG's requested budget for FY 2021:

- The aggregate budget request for the operations of the OIG is \$921,120;
- The portion of this amount needed for OIG training is \$10,000; and
- The portion of this amount needed to support the CIGIE is \$3,030.

I certify as the IG of the Federal Labor Relations Authority that the amount I have requested for training satisfies all OIG training needs for FY 2021.

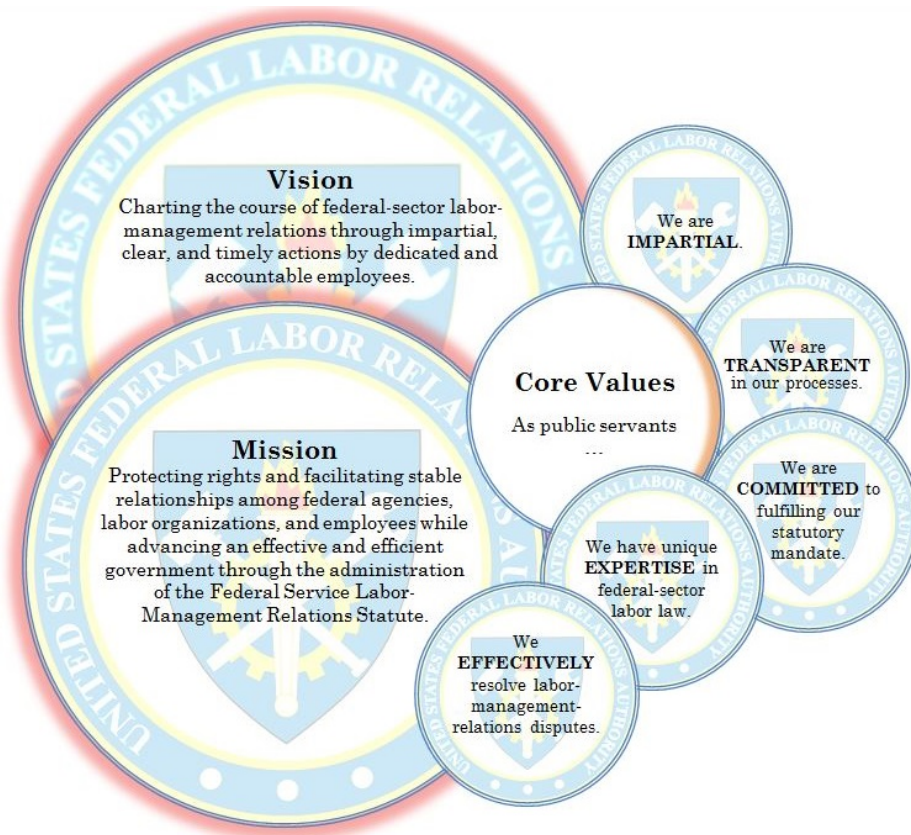


Inspector General  
Federal Labor Relations Authority

# ANNUAL PERFORMANCE PLAN

## STRATEGIC AND PERFORMANCE-PLANNING FRAMEWORK

FLRA's 2021 strategic performance-planning framework is based on the Agency's 2018-2022 Strategic Plan, and it is supported by the Agency's Annual Performance Plan, which establishes the Agency's annual performance goals and measures. In developing the 2018-2022 Strategic Plan, the Agency refined its mission statement, developed a vision statement, and identified Agency core values.



FLRA seeks to achieve its strategic goals primarily through the timely, high-quality, and impartial review and disposition of cases. The Agency supplements these efforts, and helps the parties to avoid or resolve their own disputes, by producing educational materials, offering targeted assistance to parties with significant labor-management challenges, and providing training activities. Further supporting these efforts is FLRA's focus on internal improvements in IT and efforts to maximize human capital.

Through comprehensive review of its programmatic requirements under the Statute, operations, staffing, work processes, resource allocations, and performance, FLRA has established goals and measures that are designed to maximize the delivery of Agency services throughout the Federal Government. The Annual Performance Plan reflects the Agency's commitment to establishing meaningful metrics that will assist in assessing performance, providing transparency to the parties around case-processing, aligning resources, and effectively identifying staffing and training needs.

***FLRA Strategic Goals, Objectives and Measures***

Strategic Goal #1	Strategic Goal #2	Strategic Goal #3
We will ensure quality, timely, impartial, and consistent investigative and decision-making processes with determinations that are clearly articulated.	We will develop and provide tools and resources to enable the parties to prevent or more effectively and efficiently resolve their labor-relations disputes and improve their labor-management relationships.	We will manage our resources effectively and efficiently, and recognize that our dedicated workforce is critical to the prevention and resolution of labor-relations disputes.

**Strategic Objectives**

a. Establish and attempt to surpass (1) case-processing productivity goals, and (2) timeliness measures that are meaningful to the parties.	a. Maintain and expand educational resources on <a href="http://www.flra.gov">www.flra.gov</a> .	a. Ensure that the FLRA’s performance-management systems are synchronized with and support the Agency’s strategic goals.
b. Ensure excellence in investigations and clearly articulated written work products by establishing and surpassing case-processing quality goals that build upon the Agency’s longstanding traditions of impartiality and consistent determinations that are effectively enforced.	b. Identify and offer targeted assistance to parties with significant labor-management challenges.	b. Continue to expand the FLRA’s technological capabilities to enable employees to deliver mission results more effectively and efficiently.
	c. Maintain and expand our external training programs to enable the parties to better understand their rights and obligations under the Statute.	c. Recruit, retain, and develop a diverse, respected workforce in an environment that fosters employee input and satisfaction and makes the best use of FLRA resources.

Consistent with Government-wide efforts to improve performance and incorporate data-driven management decisions, FLRA engages in continuous strategic assessment of performance and other data to ensure that it is accomplishing its mission effectively and efficiently. The Agency conducts this ongoing review on a monthly basis with its

automated monthly SMART report (introduced in 2019, replacing the existing manual Monthly Analysis of Performance and Status (MAPS) report), which contains statistical case and performance data derived from FLRA's CMS and Agency management. In addition, Agency managers utilize a variety of internal CMS reports, which track the number, age, status, or resolution type of all pending and closed cases, to manage performance on a daily basis. Analysis of these reports drive, among other things: adjustments in workload through case transfers at the national, regional, and office levels; reallocation of human resources, including use of details and contract support decisions; and decisions to provide targeted assistance (such as training) to certain parties or geographical locations.

**STRATEGIC GOAL 1: WE WILL ENSURE QUALITY, TIMELY, IMPARTIAL, AND CONSISTENT INVESTIGATIVE AND DECISION-MAKING PROCESSES WITH DETERMINATIONS THAT ARE CLEARLY ARTICULATED.**

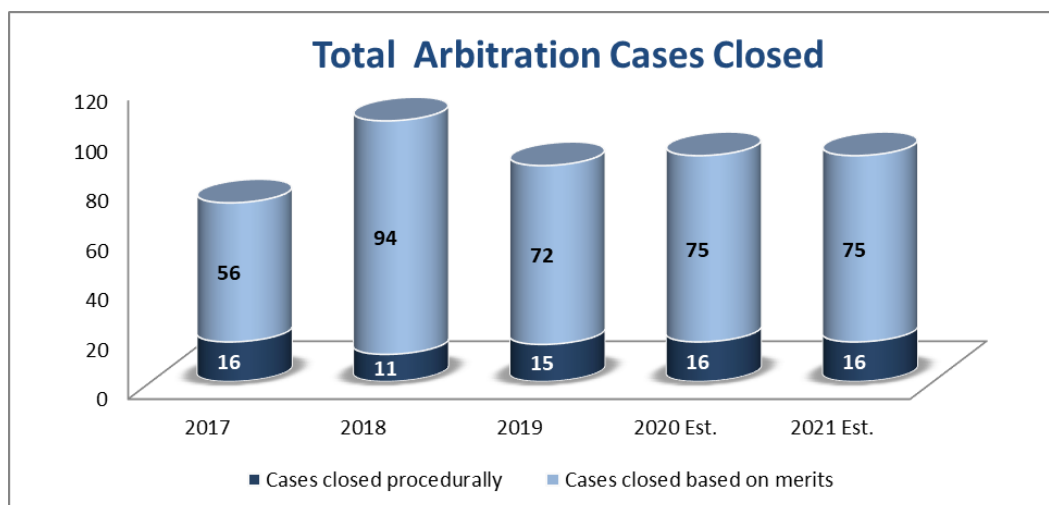
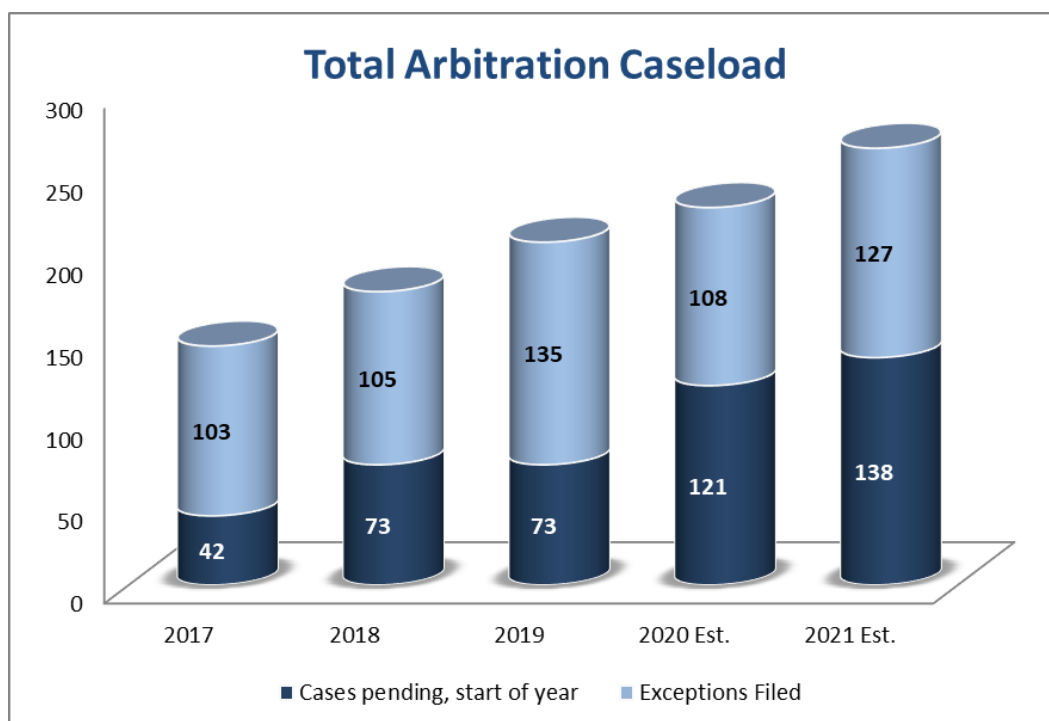
This strategic goal concerns the core statutory activities of FLRA. The Statute charges FLRA with responsibility for protecting rights and facilitating stable labor-management relationships in the federal sector. To achieve that mandate, FLRA must provide the Federal labor-management community with quality, timely, impartial, and consistent investigations and determinations. Further, FLRA must convey those determinations clearly and enforce them effectively. All FLRA components must help to achieve this goal in order to attain overall Agency success.

**STRATEGIC OBJECTIVE 1A: ESTABLISH AND ATTEMPT TO SURPASS (1) CASE-PROCESSING PRODUCTIVITY GOALS, AND (2) TIMELINESS MEASURES THAT ARE MEANINGFUL TO THE PARTIES.**

Parties often have time-sensitive interests at stake in matters pending before FLRA. Delays in the resolution of those matters can impede the ability of the parties to fulfill their missions effectively and efficiently. So, to properly serve the Federal labor-management community and accomplish FLRA's own mission, the Agency must satisfy internal case-processing productivity goals that enable it to investigate and resolve cases in a timely fashion.

Parties are best served when they have a clear understanding of how long it might take FLRA to process cases. Therefore, effective 2019, FLRA set its standards for timeliness in a way that gives parties a reasonable expectation as to the duration of the FLRA determination process. This requires the use of simple, straightforward metrics for understanding how long it might take to resolve a given matter before the Agency.

<i>Authority</i> Arbitration Cases	2017	2018	2019	2020 Est.	2021 Est.
Cases pending, start of year	42	73	73	121	138
<b>Exceptions filed (Intake)</b>	<b>103</b>	<b>105</b>	<b>135</b>	<b>108</b>	<b>127</b>
Total caseload	145	178	208	229	265
Cases closed procedurally	16	11	15	16	16
Cases closed based on merits	56	94	72	75	75
<b>Total cases closed (Output)</b>	<b>72</b>	<b>105</b>	<b>87</b>	<b>91</b>	<b>91</b>
Cases pending, end of year	73	73	121	138	174





**Measure 1a-1: The average age of arbitration exceptions decided by the Authority.\***

Results		Targets	
<b>FY 2019</b> Goal: 247 days	261 Days	<b>FY 2019</b>	Reduce by 5%
		<b>FY 2020</b>	Reduce by 5%
		<b>FY 2021</b>	Maintain

\* This measure calculates case age based on the “date filed,” to reflect “day in-day out” case-processing times.

**Measure 1a-2: The percentage of arbitration cases decided within 180 days of assignment to an Authority Member.**

Results	
<b>FY 2016</b>	79% – (59/75)

**Measure 1a-2: The percentage of arbitration cases decided within 150 days of assignment to an Authority Member.**

Results	
<b>FY 2017</b>	79% – (44/56)
<b>FY 2018</b>	38% – (36/94)

**Measure 1a-2: The percentage of arbitration cases decided by the Authority within 210 days of the filing of exceptions.\***

Results		Targets	
<b>FY 2019</b>	37% – (32/87)	<b>FY 2019</b>	75%
		<b>FY 2020</b>	75%
		<b>FY 2021</b>	75%

\* This measure calculates case age based on the “date filed,” to reflect “day in-day out” case-processing times.

**Measure 1a-3: The percentage of arbitration cases decided within 365 days of assignment to an Authority Member.**

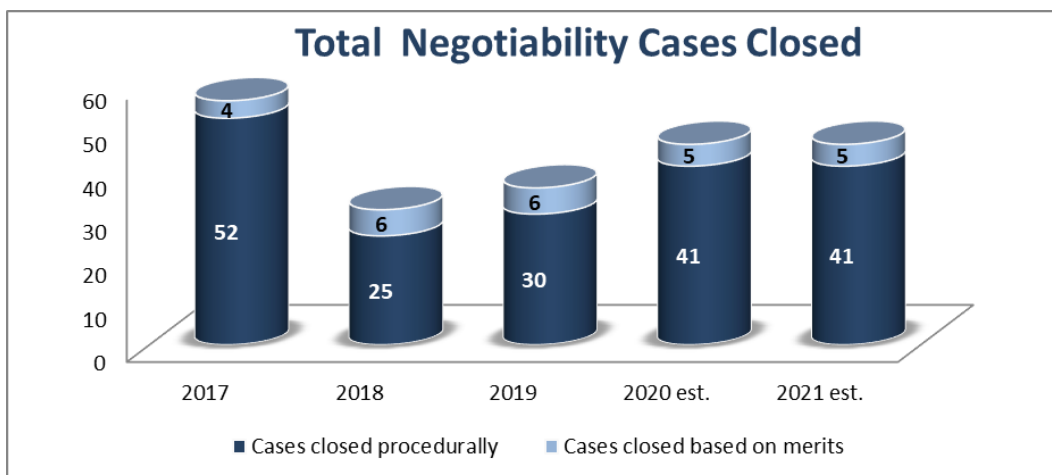
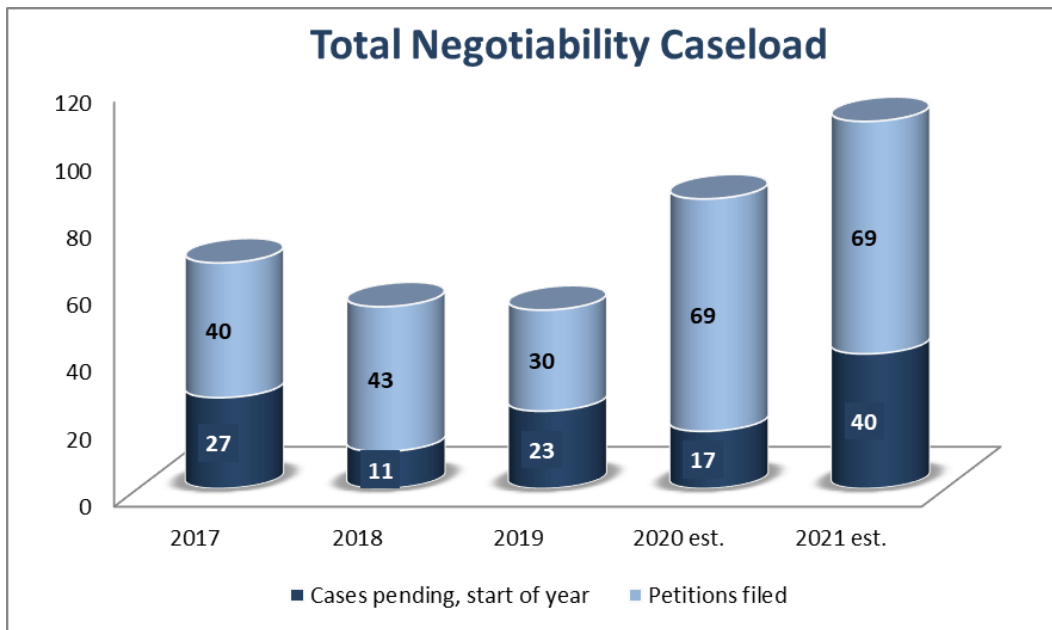
Results	
<b>FY 2017</b>	100% – (56/56)
<b>FY 2018</b>	98% – (92/94)

**Measure 1a-3: The percentage of arbitration exceptions decided by the Authority within 365 days of the filing of exceptions.\***

Results		Targets	
<b>FY 2019</b>	84% – (73/87)	<b>FY 2019</b>	90%
		<b>FY 2020</b>	90%
		<b>FY 2021</b>	90%

\* This measure calculates case age based on the date filed,” to reflect “day in-day out” case-processing times.

<i>Authority</i> Negotiability Cases	2017	2018	2019	2020 Est.	2021 Est.
Cases pending, start of year	27	11	23	17	40
<b>Petitions filed (Intake)</b>	<b>40</b>	<b>43</b>	<b>30</b>	<b>69</b>	<b>69</b>
Total caseload	67	54	53	86	109
Cases closed procedurally	52	25	30	41	41
Cases closed based on merits	4	6	6	5	5
<b>Total cases closed (Output)</b>	<b>56</b>	<b>31</b>	<b>36</b>	<b>46</b>	<b>46</b>
Cases pending, end of year	11	23	17	40	63



**Measure 1a-4: The average age of negotiability cases decided by the Authority.\***

Results		Targets	
<b>FY 2019</b> Goal: 119 days	169 days	<b>FY 2019</b>	Reduce by 5%
* This measure calculates case age based on the “date filed,” to reflect “day in-day out” case-processing times.		<b>FY 2020</b>	Reduce by 5%
		<b>FY 2021</b>	Maintain

**Measure 1a-5: The percentage of negotiability cases decided within 180 days of assignment to an Authority Member.**

Results	
<b>FY 2016</b>	75% – (3/4)

**Measure 1a-5: The percentage of negotiability cases decided within 150 days of assignment to an Authority Member.**

Results	
<b>FY 2017</b>	75% – (3/4)
<b>FY 2018</b>	83% – (5/6)

**Measure 1a-5: The percentage of negotiability cases decided by the Authority within 300 days of the filing of a petition for review.\***

Results		Targets	
<b>FY 2019</b>	83% – (30/36)	<b>FY 2019</b>	75%
* This measure calculates case age based on the “date filed,” to reflect “day in-day out” case-processing times.		<b>FY 2020</b>	75%
		<b>FY 2021</b>	75%

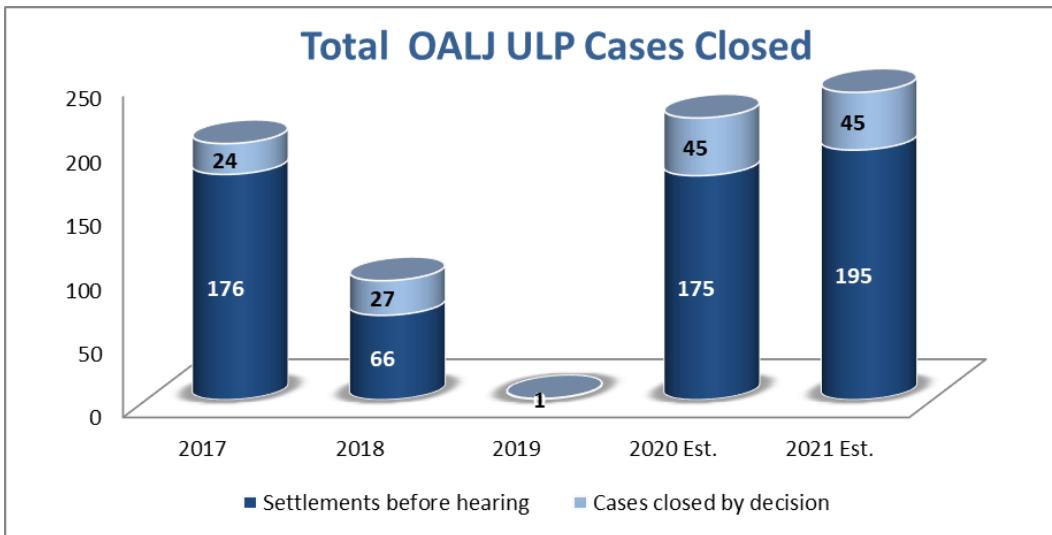
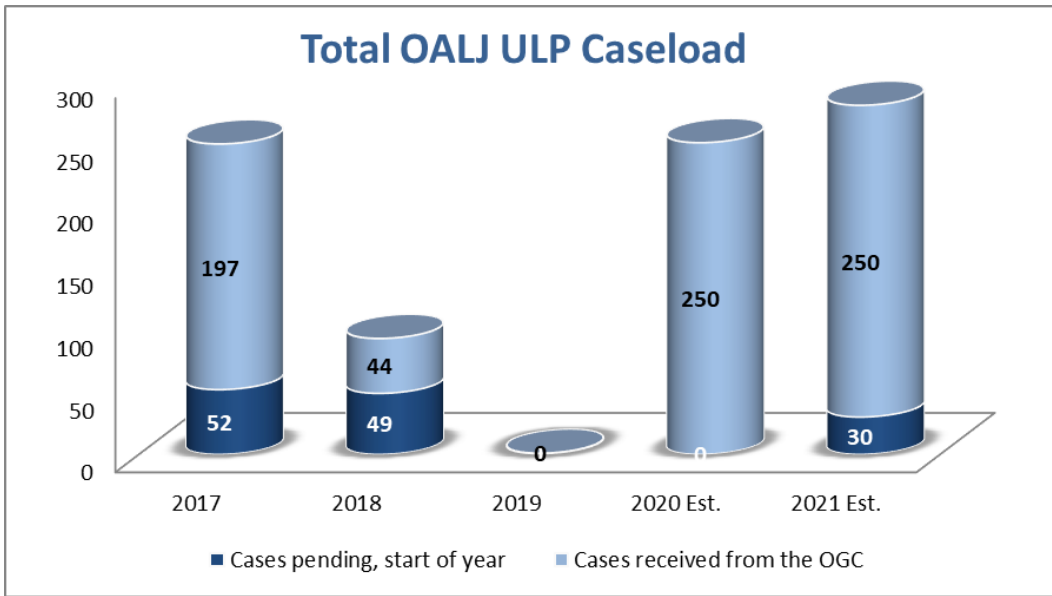
**Measure 1a-6: The percentage of negotiability cases decided within 365 days of assignment to an Authority Member.**

Results	
<b>FY 2017</b>	100% – (4/4)
<b>FY 2018</b>	100% – (6/6)

**Measure 1a-6: The percentage of negotiability cases decided by the Authority within 365 days of the filing of a petition for review.\***

Results		Targets	
<b>FY 2019</b>	92% – (33/36)	<b>FY 2019</b>	75%
* This measure calculates case age based on the “date filed,” to reflect “day in-day out” case-processing times.		<b>FY 2020</b>	75%
		<b>FY 2021</b>	75%

<b>OALJ ULP Cases</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020 Est.</b>	<b>2021 Est.</b>
Cases pending, start of year	52	49	1	0	30
<b>Complaints received (Intake)</b>	<u>197</u>	<u>44</u>	<u>0</u>	<u>250</u>	<u>250</u>
Total caseload	249	93	1	250	280
Settlements before hearing	176	66	0	175	195
Cases closed by decision	<u>24</u>	<u>27</u>	<u>1</u>	<u>45</u>	<u>45</u>
<b>Total cases closed (Output)</b>	<b>200</b>	<b>93</b>	<b>1</b>	<b>220</b>	<b>240</b>
Cases pending, end of year	49	0	0	30	40



**Measure 1a-7: The average age of ULP complaints decided by the OALJ.**

<b>Results</b>		<b>Targets</b>	
<b>FY 2019</b> Goal: 124 days	N/A	<b>FY 2019</b>	Reduce by 5%
		<b>FY 2020</b>	Reduce by 5%
		<b>FY 2021</b>	Maintain

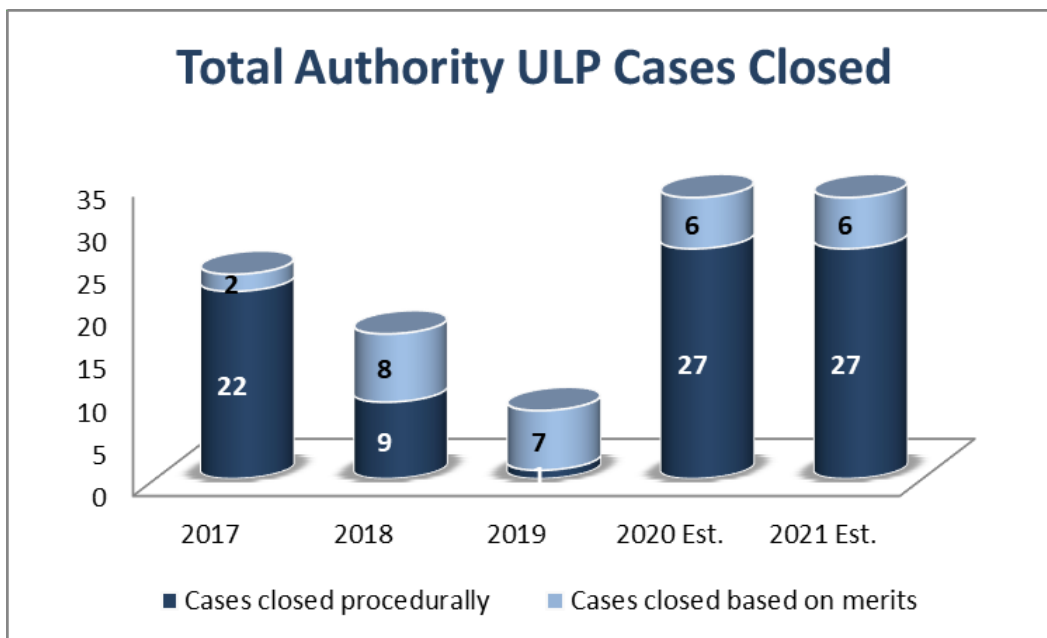
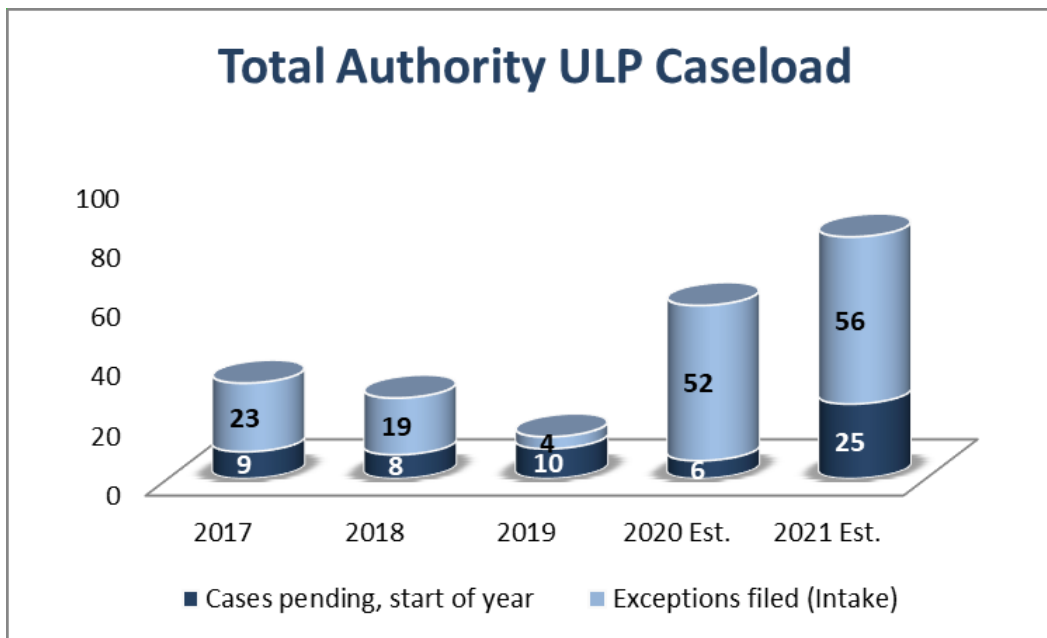
**Measure 1a-8: The percentage of ULP complaints issued by the General Counsel resolved or decided in the OALJ within 180 days of the complaint being issued.**

<b>Results</b>		<b>Targets</b>	
<b>FY 2016</b>	80% – (144/181)	<b>FY 2019</b>	80%
<b>FY 2017</b>	93% – (186/200)	<b>FY 2020</b>	80%
<b>FY 2018</b>	77% – (72/93)	<b>FY 2021</b>	80%
<b>FY 2019</b>	N/A		

**Measure 1a-9: The percentage of ULP complaints issued by the General Counsel decided in the OALJ within 365 days of the complaint being issued.**

<b>Results</b>		<b>Targets</b>	
<b>FY 2016</b>	89% – (161/181)	<b>FY 2019</b>	95%
<b>FY 2017</b>	97% – (194/200)	<b>FY 2020</b>	95%
<b>FY 2018</b>	90% – (84/93)	<b>FY 2021</b>	95%
<b>FY 2019</b>	N/A		

<i>Authority ULP Cases</i>	2017	2018	2019	2020 Est.	2021 Est.
Cases pending, start of year	9	8	10	6	25
<b>Cases filed (Intake)</b>	<u>23</u>	<u>19</u>	<u>4</u>	<u>52</u>	<u>56</u>
Total caseload	32	27	14	58	81
Cases closed procedurally	22	9	1	27	27
Cases closed based on merits	<u>2</u>	<u>8</u>	<u>7</u>	<u>6</u>	<u>6</u>
<b>Total cases closed (Output)</b>	<u>24</u>	<u>17</u>	<u>8</u>	<u>33</u>	<u>33</u>
Cases pending, end of year	8	10	6	25	48



**Measure 1a-10: The average age of ULP exceptions decided by the Authority.\***

Results		Targets	
<b>FY 2019</b> Goal: 165 days	238 days	<b>FY 2019</b>	Reduce by 5%
* This measure calculates case age based on the “date filed,” to reflect “day in-day out” case-processing times.		<b>FY 2020</b>	Reduce by 5%
		<b>FY 2021</b>	Maintain

**Measure 1a-11: The percentage of ULP cases decided within 180 days of assignment to an Authority Member.**

Results	
<b>FY 2016</b>	89% – (8/9)

**Measure 1a-11: The percentage of ULP cases decided within 150 days of assignment to an Authority Member.**

Results	
<b>FY 2017</b>	50% – (1/2)
<b>FY 2018</b>	50% – (4/8)

**Measure 1a-11: The percentage of ULP cases decided by the Authority within 300 days of issuance of an OALJ decision.\***

Results		Targets	
<b>FY 2019</b>	75% – (6/8)	<b>FY 2019</b>	75%
* This measure calculates case age based on the “date filed,” to reflect “day in-day out” case-processing times.		<b>FY 2020</b>	75%
		<b>FY 2021</b>	75%

**Measure 1a-12: The percentage of ULP cases decided within 365 days of assignment to an Authority Member.**

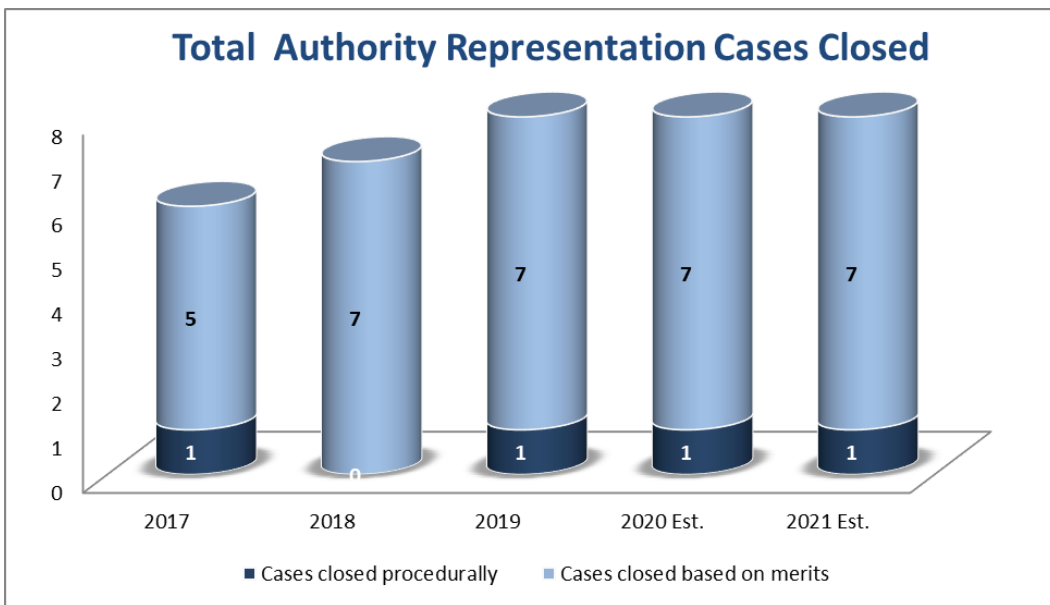
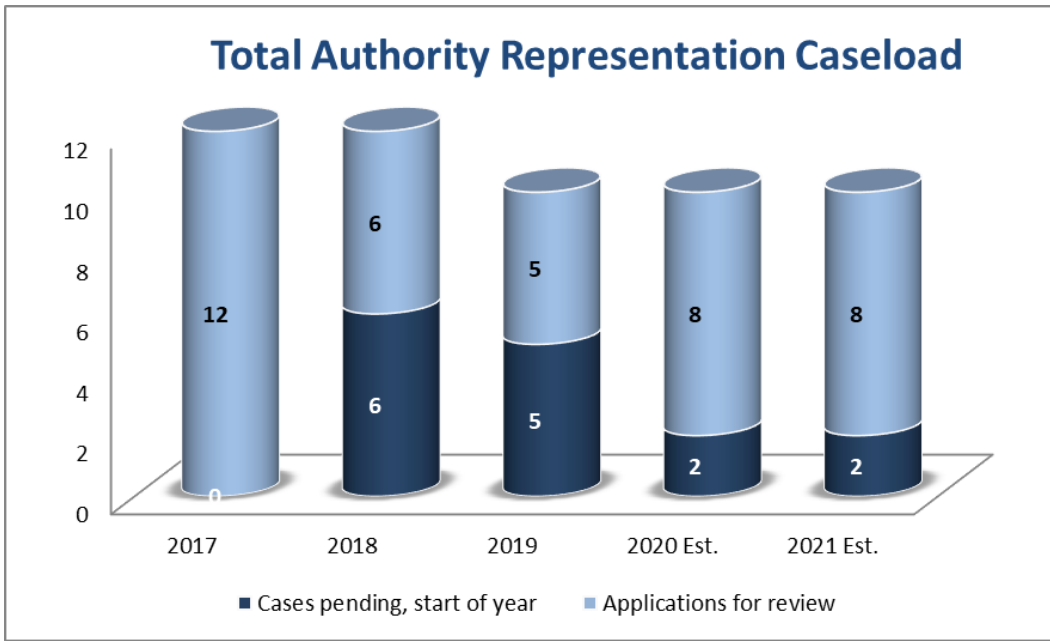
Results	
<b>FY 2017</b>	100% – (2/2)
<b>FY 2018</b>	100% – (8/8)

**Measure 1a-12: The percentage of ULP cases decided by the Authority within 365 days of issuance of an OALJ decision.\***

Results		Targets	
<b>FY 2019</b>	88% – (7/8)	<b>FY 2019</b>	90%
* This measure calculates case age based on the “date filed,” to reflect “day in-day out” case-processing times.		<b>FY 2020</b>	90%
		<b>FY 2021</b>	90%



<i>Authority Representation Cases</i>	2017	2018	2019	2020 Est.	2021 Est.
Cases pending, start of year	0	6	5	2	2
<b>Applications for review (Intake)</b>	<u>12</u>	<u>6</u>	<u>5</u>	<u>8</u>	<u>8</u>
Total caseload	12	12	10	10	10
Cases closed procedurally	1	0	1	1	1
Cases closed based on merits	<u>5</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>
<b>Total cases closed (Output)</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>
Cases pending, end of year	6	5	2	2	2



**Measure 1a-13: The average age of representation cases decided by the Authority.\***

Results		Targets	
<b>FY 2019</b> Goal: 107 days	194 days	<b>FY 2019</b>	Reduce by 5%
* This measure calculates case age based on the “date filed,” to reflect “day in-day out” case-processing times.		<b>FY 2020</b>	Reduce by 5%
		<b>FY 2021</b>	Maintain

**Measure 1a-14: 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	
<b>FY 2015</b>	100% – (21/21)	<b>FY 2019</b>	100%
<b>FY 2016</b>	100% – (8/8)	<b>FY 2020</b>	100%
<b>FY 2017</b>	100% – (6/6)	<b>FY 2021</b>	100%
<b>FY 2018</b>	100% – (7/7)		
<b>FY 2019</b>	100% – (8/8)		

**Measure 1a-15: The percentage of representation cases decided by the Authority within 210 days of the filing of an application for review.\***

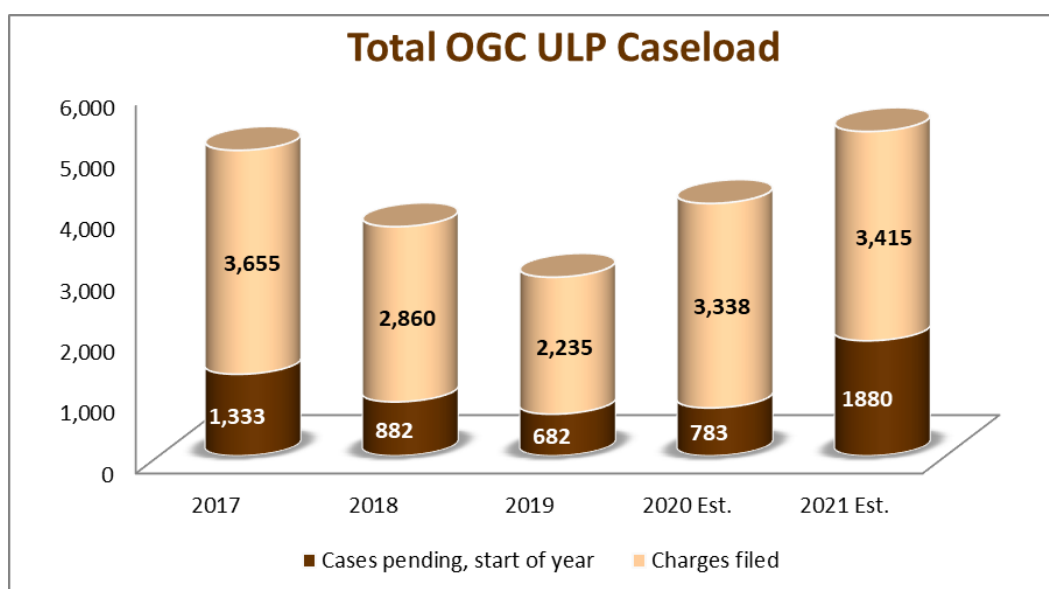
Results		Targets	
<b>FY 2019</b>	75% – (6/8)	<b>FY 2019</b>	75%
* This measure calculates case age based on the date that a final decision is issued in the case, to reflect “day in-day out” case-processing times.		<b>FY 2020</b>	75%
		<b>FY 2021</b>	75%

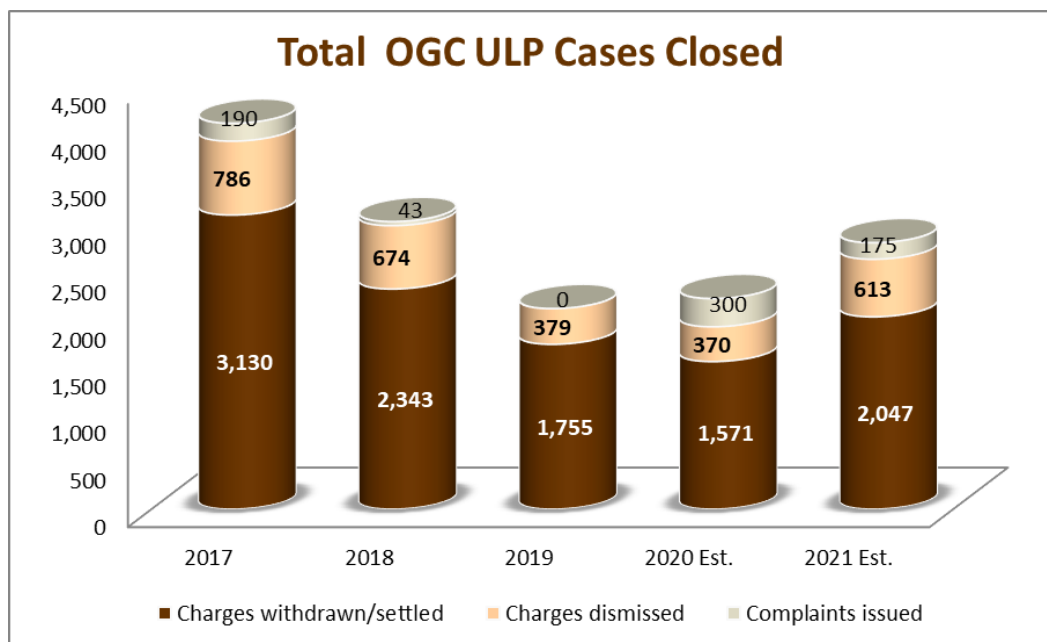
**Measure 1a-16: The percentage of representation cases decided by the Authority within 365 days of the filing of an application for review.**

Results		Targets	
<b>FY 2017</b>	100% – (6/6)	<b>FY 2019</b>	95%
<b>FY 2018</b>	100% – (7/7)	<b>FY 2020</b>	95%
<b>FY 2019</b>	88% – (7/8)	<b>FY 2021</b>	95%

<b>OGC ULP Cases</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020 Est.</b>	<b>2021 Est.</b>
Cases pending, start of year	1,133	882	682	783	1,880
Charges filed (Intake)	<u>3,655</u>	<u>2,860</u>	<u>2,235</u>	<u>3,338</u>	<u>3,415</u>
<b>Total caseload</b>	<b>4,988</b>	<b>3,742</b>	<b>2,917</b>	<b>4,121</b>	<b>5,295</b>
Charges withdrawn/settled	3,130	2,343	1,755	1,571	2,047
Charges dismissed	786	674	379	370	613
Complaints issued	<u>190</u>	<u>43</u>	<u>0</u>	<u>300</u>	<u>175</u>
<b>Total cases closed (Output)</b>	<b>4,106</b>	<b>3,060</b>	<b>2,134</b>	<b>2,241</b>	<b>2,835</b>
<b>Cases pending, end of year</b>	<b>882</b>	<b>682</b>	<b>783</b>	<b>1,880</b>	<b>2,460</b>

\*The OGC was unable to issue decisions on appeals or issue complaints in the absence of a General Counsel after November 16, 2017. Those cases are currently held in abeyance. The estimates for 2020 and 2021 assume FLRA will have a General Counsel in 2020.





**Measure 1a-17: The average age of ULP charges resolved by the OGC.**

Results		Targets	
<b>FY 2019</b> Goal: 99 Days	68 days	<b>FY 2019</b>	Reduce by 5%
		<b>FY 2020</b>	Reduce by 5%
		<b>FY 2021</b>	Maintain

**Measure 1a-18: 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.**

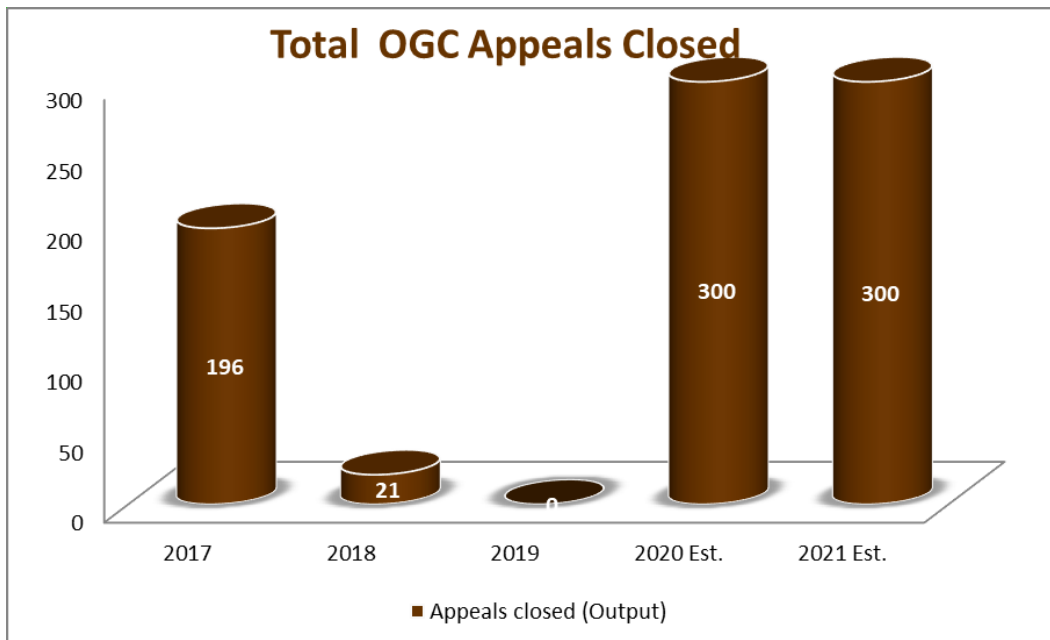
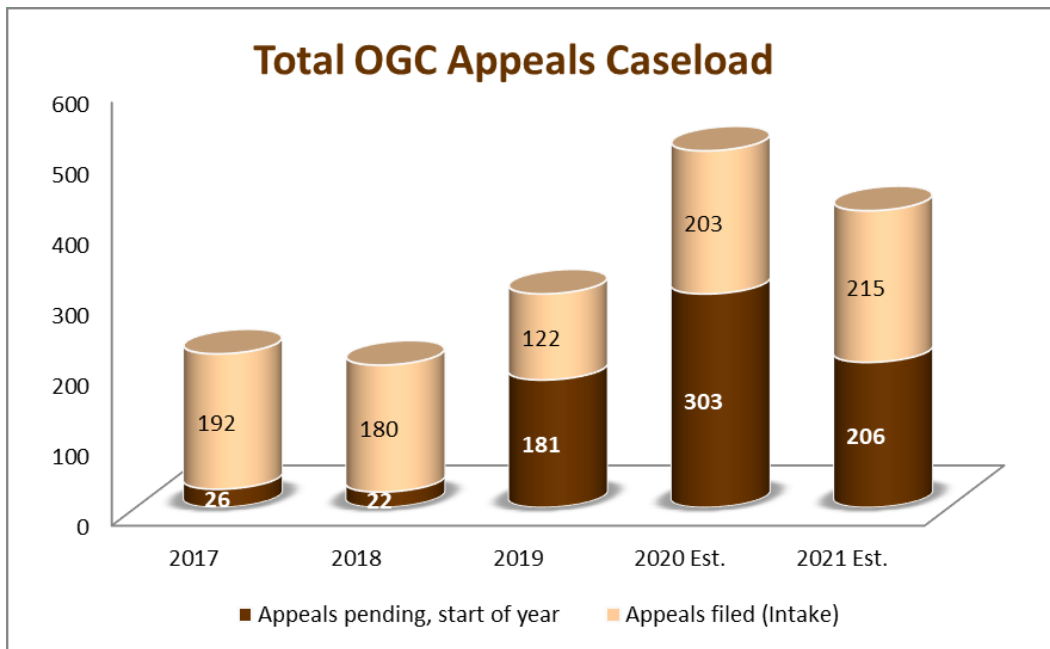
Results		Targets	
<b>FY 2016</b>	71% – (2,973/4,190)	<b>FY 2019</b>	70%
<b>FY 2017</b>	73% – (2,984/4,106)	<b>FY 2020</b>	70%
<b>FY 2018</b>	88% – (2,682/3,060)	<b>FY 2021</b>	70%
<b>FY 2019</b>	88% - (1,867/2,134)		

**Measure 1a-19: 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	
<b>FY 2016</b>	95% – (3,963/4,190)	<b>FY 2019</b>	95%
<b>FY 2017</b>	95% – (3,883/4,106)	<b>FY 2020</b>	95%
<b>FY 2018</b>	99% – (3,039/3,060)	<b>FY 2021</b>	95%
<b>FY 2019</b>	99% - (2,114/2,134)		

<b>OGC ULP Appeals</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020 Est.</b>	<b>2021 Est.</b>
Appeals pending, start of year	26	22	181	306	209
<b>Appeals filed (Intake)</b>	<b><u>192</u></b>	<b><u>180</u></b>	<b><u>125</u></b>	<b><u>203</u></b>	<b><u>215</u></b>
Total caseload	218	202	306	509	424
<b>Appeals closed (Output)</b>	<b><u>196</u></b>	<b><u>21*</u></b>	<b><u>0*</u></b>	<b><u>300</u></b>	<b><u>300</u></b>
Appeals pending, end of year	22	181	306	209	124

\*The OGC was unable to issue decisions on appeals in the absence of a General Counsel after November 16, 2017. Those cases are currently held in abeyance. The estimates for 2020 and 2021 assume FLRA will have a General Counsel in 2020.



**Measure 1a-20: The average age of ULP appeals decided by the General Counsel.**

Results		Targets	
<b>FY 2019</b> Goal: 45 days	N/A	<b>FY 2019</b>	Reduce by 5%
		<b>FY 2020</b>	Reduce by 5%
		<b>FY 2021</b>	Maintain

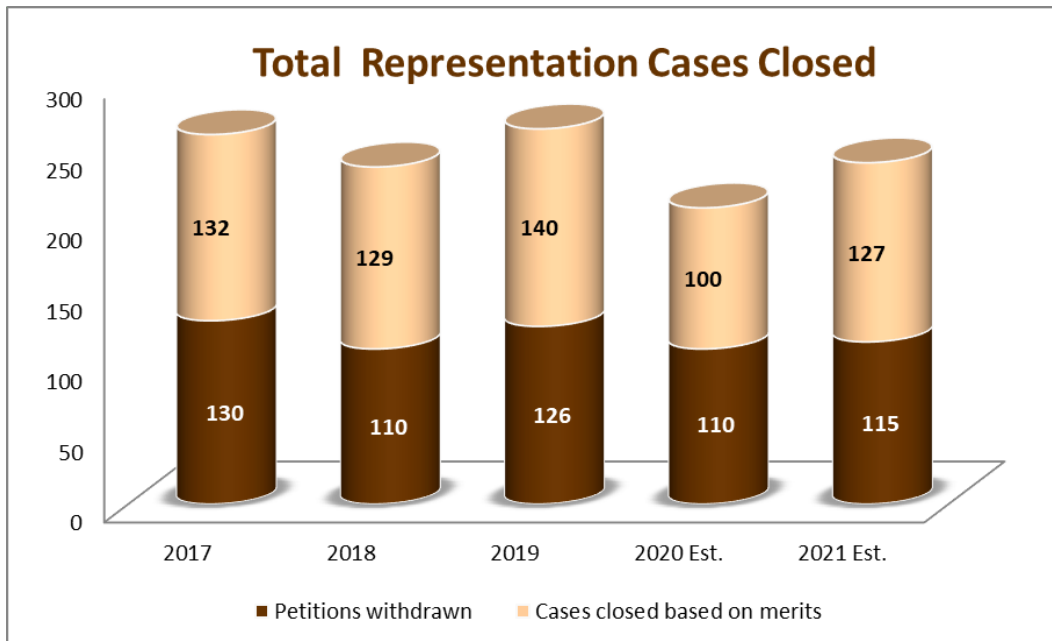
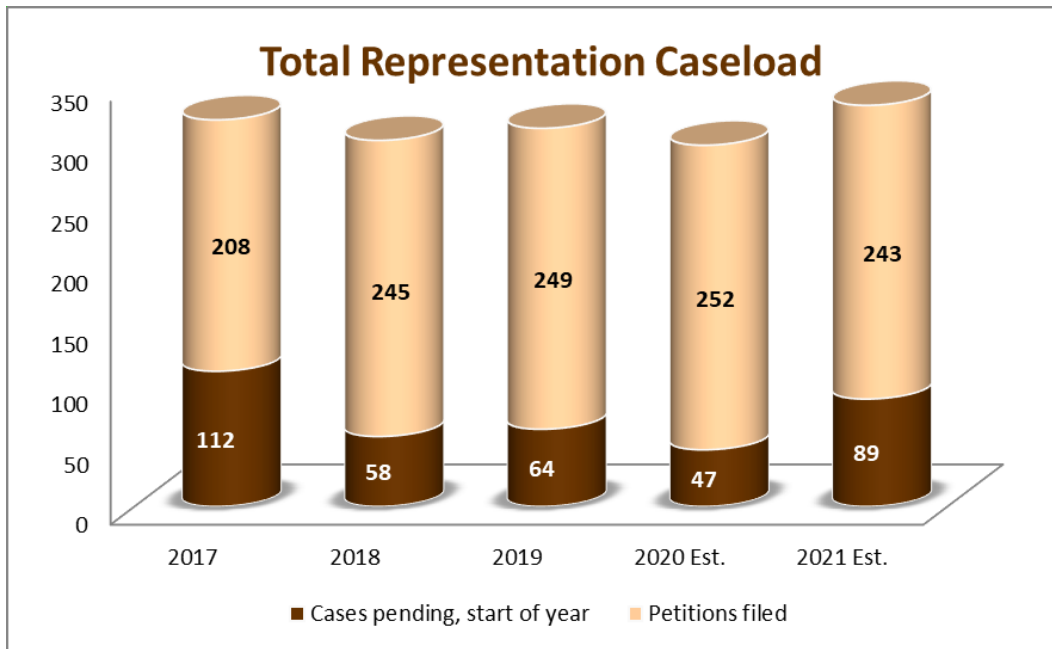
**Measure 1a-21: The percentage of decisions on an appeal of a Regional Director's dismissal of a ULP charge issued by the General Counsel within 60 days of the date filed.**

Results		Targets	
<b>FY 2016</b>	100% – (245/245)	<b>FY 2019</b>	95%
<b>FY 2017</b>	96% – (188/196)	<b>FY 2020</b>	95%
<b>FY 2018</b>	100% – (21/21)	<b>FY 2021</b>	95%
<b>FY 2019</b>	N/A		

**Measure 1a-22: The percentage of decisions on an appeal of a Regional Director's dismissal of a ULP charge issued by the General Counsel within 120 days of the date filed.**

Results		Targets	
<b>FY 2016</b>	100% – (245/245)	<b>FY 2019</b>	100%
<b>FY 2017</b>	100% – (196/196)	<b>FY 2020</b>	100%
<b>FY 2018</b>	100% - (21/21)	<b>FY 2021</b>	100%
<b>FY 2019</b>	N/A		

<b>OGC Representation Cases</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020 Est.</b>	<b>2021 Est.</b>
Cases pending, start of year	112	58	64	47	89
<b>Petitions filed (Intake)</b>	<u>208</u>	<u>245</u>	<u>249</u>	<u>252</u>	<u>243</u>
Total caseload	320	303	313	299	332
Petitions withdrawn	130	110	126	110	115
Cases closed based on merits	<u>132</u>	<u>129</u>	<u>140</u>	<u>100</u>	<u>127</u>
<b>Total cases closed (Output)</b>	<b>262</b>	<b>239</b>	<b>266</b>	<b>210</b>	<b>242</b>
Cases pending, end of year	58	64	47	89	90



**Measure 1a-23:** The average age of representation cases resolved by the OGC through withdrawal, election, or issuance of a Decision and Order.

Results		Targets	
<b>FY 2019</b> Goal: 114 days	92 days	<b>FY 2019</b>	Reduce by 5%
		<b>FY 2020</b>	Reduce by 5%
		<b>FY 2021</b>	Maintain

**Measure 1a-24:** 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.

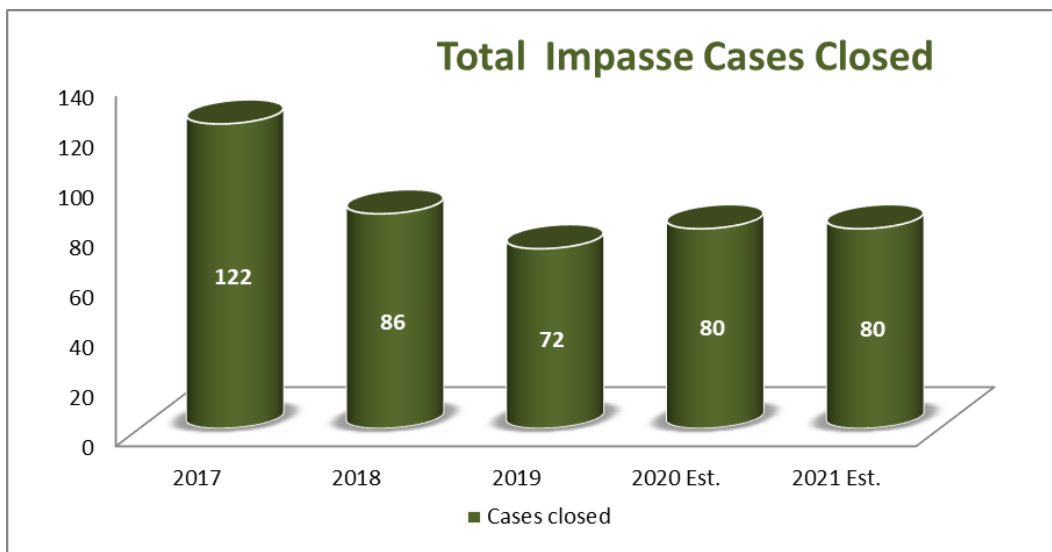
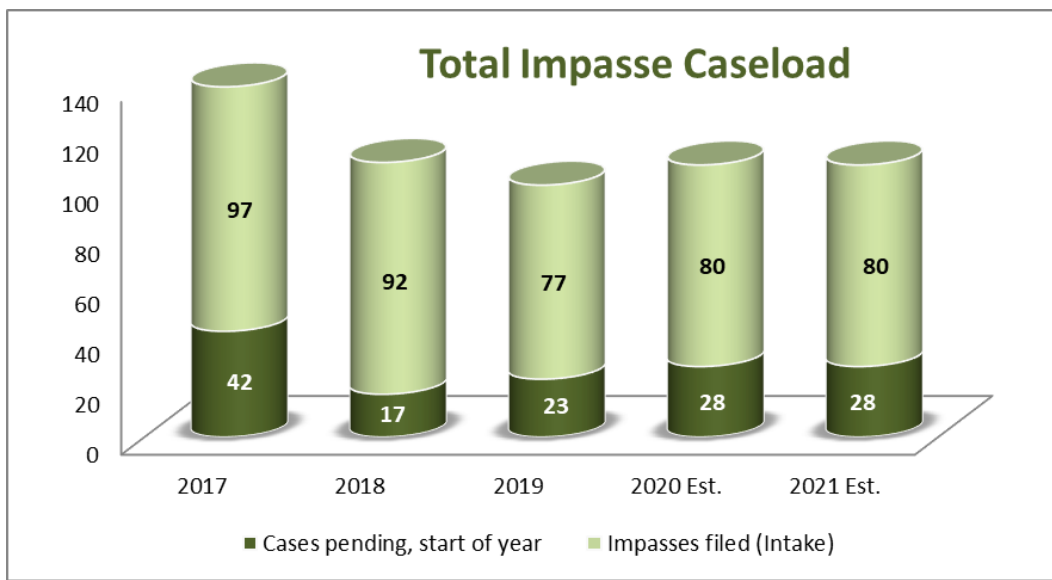
Results		Targets	
<b>FY 2016</b>	73% – (163/223)	<b>FY 2019</b>	70%
<b>FY 2017</b>	68% – (179/262)	<b>FY 2020</b>	70%
<b>FY 2018</b>	82% – (195/239)	<b>FY 2021</b>	70%
<b>FY 2019</b>	77% - (205/266)		

**Measure 1a-25:** The percentage of 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	
<b>FY 2016</b>	98% (219/223)	<b>FY 2019</b>	95%
<b>FY 2017</b>	95% (250/262)	<b>FY 2020</b>	95%
<b>FY 2018</b>	100% (348/349)	<b>FY 2021</b>	95%
<b>FY 2019</b>	99% (259/266)		



<i>FSIP</i> Impasses	2017	2018	2019	2020 Est.	2021 Est.
Cases pending, start of year	42	17	23	28	28
<b>Impasses filed (Intake)</b>	<b><u>97</u></b>	<b><u>92</u></b>	<b><u>77</u></b>	<b><u>80</u></b>	<b><u>80</u></b>
Total caseload	139	109	100	108	108
Panel Decision	12	21	24	--	--
Panel declined jurisdiction	22	11	11	--	--
Settled with Panel assistance	24	7	9	--	--
Voluntarily withdrawn	64	47	28	--	--
<b>Cases closed total (Output)</b>	<b><u>122</u></b>	<b><u>86</u></b>	<b><u>72</u></b>	<b><u>80</u></b>	<b><u>80</u></b>
Cases pending, end of year	17	23	28	28	28



**Measure 1a-26:** The average age of bargaining-impasse cases in which the FSIP declines jurisdiction.

Results		Targets	
<b>FY 2019</b> Goal: 90 days	95 days (11 cases)	<b>FY 2019</b>	Reduce by 5%
		<b>FY 2020</b>	Reduce by 5%
		<b>FY 2021</b>	Maintain

**Measure 1a-27:** The percentage of bargaining-impasse cases in which the FSIP declines jurisdiction within 140 days of the date filed.

Results		Targets	
<b>FY 2016</b>	100% – (9/9)	<b>FY 2019</b>	90%
<b>FY 2017</b>	95% – (21/22)	<b>FY 2020</b>	90%
<b>FY 2018</b>	100% – (11/11)	<b>FY 2021</b>	90%
<b>FY 2019</b>	90% - (10/11)		

**Measure 1a-28:** The percentage of bargaining-impasse cases that are voluntarily settled, after the FSIP asserts jurisdiction, within 160 days of the date filed.

Results		Targets	
<b>FY 2016</b>	100% – (22/22)	<b>FY 2019</b>	90%
<b>FY 2017</b>	93% – (22/24)	<b>FY 2020</b>	90%
<b>FY 2018</b>	71% – (5/7)	<b>FY 2021</b>	90%
<b>FY 2019</b>	100% – (15/15)		

**Measure 1a-29:** The average age of bargaining-impasse cases that the FSIP resolves through final action.

Results		Targets	
<b>FY 2019</b> Goal: 146 days	140 days (24 cases)	<b>FY 2019</b>	Reduce by 5%
		<b>FY 2020</b>	Reduce by 5%
		<b>FY 2021</b>	Maintain

**Measure 1a-30:** The percentage of bargaining-impasse cases that the FSIP resolves through final action that are closed within 200 days of the date filed.

Results		Targets	
<b>FY 2016</b>	88% – (21/24)	<b>FY 2019</b>	80%
<b>FY 2017</b>	77% – (9/12)	<b>FY 2020</b>	80%
<b>FY 2018</b>	100% – (21/21)	<b>FY 2021</b>	80%
<b>FY 2019</b>	100% – (24/24)		

**STRATEGIC OBJECTIVE 1B: ENSURE EXCELLENCE IN INVESTIGATIONS AND CLEARLY ARTICULATED WRITTEN WORK PRODUCTS BY ESTABLISHING AND ATTEMPTING TO SURPASS CASE-PROCESSING QUALITY GOALS THAT BUILD UPON THE AGENCY'S LONGSTANDING TRADITIONS OF IMPARTIALITY AND CONSISTENT DETERMINATIONS THAT ARE CLEARLY ARTICULATED.**

Excelling at FLRA's core functions requires the Agency to perform thorough investigations and produce clearly articulated written products. From informal communications, to FLRA determinations, to information on the FLRA website, FLRA's written work is one of the primary means by which the Agency communicates with parties and the federal labor-management community.

FLRA's ability to achieve its mission depends on its ability to issue impartial and consistent determinations that are clearly articulated. Even *the appearance* of partiality can cause parties to lose trust in the FLRA's determinations, and ultimately, in FLRA as an institution.

**Performance Goal 1b-1: Conduct high-quality investigations and produce high-quality written work products.**

**Measure 1b-1: Establish and surpass case-processing quality goals.**

<b>Results</b>	
<b>FY 2019</b>	<ul style="list-style-type: none"> <li>▪ Developed internal tools to establish agency case quality goals and identify areas where improvement is needed, to be used in conjunction with performance reviews.</li> </ul>
<b>Targets</b>	
<b>FY 2019</b>	<ul style="list-style-type: none"> <li>▪ Complete development of Agency-wide quality assessment tools and finalize pilot implementation.</li> </ul>
<b>FY 2020</b>	<ul style="list-style-type: none"> <li>▪ Target areas for improvement in case-processing quality based on data gathered from internal tool(s) and survey results.</li> <li>▪ Set case-quality goals, as measured by surveys or other quality assessment tools.</li> </ul>
<b>FY 2021</b>	<ul style="list-style-type: none"> <li>▪ Written work products should reflect an increase in quality as measured by the tools.</li> </ul>

**Performance Goal 1b-2:** Implement effective methods to maintain and improve the quality of FLRA investigations and written work products, including FLRA staff training and internal education resources.

**Measure 1b-2:** Train FLRA staff and provide internal educational resources to improve the quality of investigations and written work products.

**Results**

<b>FY 2019</b>	<ul style="list-style-type: none"> <li>▪ Developed and instituted Agency-wide informal training program using brown bag sessions.</li> <li>▪ Developed and administered internal survey on training.</li> <li>▪ Encouraged employees to increase awareness of Authority decisions by using electronic distribution tool for Agency-wide dissemination of decisions.</li> <li>▪ Implemented Individual Development Plans for each staff member to identify training needs.</li> </ul>
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**Targets**

<b>FY 2019</b>	<ul style="list-style-type: none"> <li>▪ Develop internal training programs and other educational tools Agency-wide in order to improve the quality of investigations and written work products (e.g., component-specific mentoring programs, Agency-wide or component-specific brown bag sessions, Agency-wide dissemination of decisions and other relevant legal opinions).</li> <li>▪ Develop and administer internal surveys or other measures to assess the effectiveness of pilot internal training programs and educational tools.</li> <li>▪ Make necessary adjustments to make internal training programs more effective.</li> <li>▪ Formally implement those internal training programs and educational tools that are deemed effective in order to improve the quality of investigations and written work products.</li> </ul>
<b>FY 2020</b>	<ul style="list-style-type: none"> <li>▪ Target ways to improve the effectiveness of internal educational resources based on survey results.</li> <li>▪ Show a 10% increase in the effectiveness of internal educational resources, as measured by internal survey instruments or other measures developed in FY 2019.</li> </ul>
<b>FY 2021</b>	<ul style="list-style-type: none"> <li>▪ Continue to make necessary adjustments to maximize efficiency of internal training programs.</li> <li>▪ Increase professional development options for FLRA staff in order to improve the quality of investigations and written work products.</li> </ul>

**Performance Goal 1b-3:** Ensure external stakeholder confidence in the FLRA's abilities.

**Measure 1b-3:** Customer perceptions about the FLRA's impartiality.

**Results**

**FY 2019**

- Developed a survey to assess parties' perceptions of FLRA's impartiality.

**Targets**

**FY 2019**

- Develop and administer an external survey(s) to assess the parties' perceptions of the FLRA's impartiality.

**FY 2020**

- Maintain or improve overall perceptions about the FLRA's impartiality year over year.
- Pilot external survey.

**FY 2021**

- Deliver external survey electronically with every decision issued by the Agency.

**STRATEGIC GOAL 2: WE WILL DEVELOP AND PROVIDE TOOLS AND RESOURCES TO ENABLE THE PARTIES TO PREVENT OR MORE EFFECTIVELY AND EFFICIENTLY RESOLVE THEIR LABOR-RELATIONS DISPUTES AND IMPROVE THEIR LABOR-MANAGEMENT RELATIONSHIPS.**

FLRA is specifically empowered and obligated to “provide leadership in establishing policies and guidance” related to matters arising under the Statute. 5 U.S.C. § 7105(a)(1). Educating parties regarding statutory obligations promotes FLRA’s mission of protecting rights and facilitating stable labor-management relationships while advancing an effective and efficient Government. FLRA accomplishes this goal first through its written determinations and by providing parties with quality educational resources through FLRA’s website; by identifying, and offering targeted assistance to, parties with significant labor-management challenges; and by offering external training to Federal agencies and labor organizations regarding their rights and obligations under the Statute.

**STRATEGIC OBJECTIVE 2A: MAINTAIN AND EXPAND EDUCATIONAL RESOURCES ON [WWW.FLRA.GOV](http://WWW.FLRA.GOV).**

Offering high-quality educational resources through FLRA’s website is a key component of promoting stability in the Federal labor-management community. Parties who are better informed about their rights and obligations under the Statute are less likely to pursue frivolous matters or defenses, and they are more likely to approach their labor-management relations in a manner that is consistent with the Statute.

The Agency will continue to explore ways to supplement and enhance the educational resources on its website, such as expanding parties’ access to statutory and other training, online training modules, and short animated training videos.

**Performance Goal 2a-1:** Routinely review and update educational resources on the FLRA website.

**Performance Goal 2a-2:** Develop a growing library of online training modules on the FLRA website.

**Performance Goal 2a-3:** Develop and maintain case digests of new Authority decisions on the FLRA website.

**Measure 2a: Expand the relevancy, currency, and reach of educational tools.****Results**

<b>FY 2019</b>	<ul style="list-style-type: none"> <li>▪ Began publishing digests on a quarterly basis.</li> <li>▪ Acquired animation software to begin developing short animated training videos.</li> <li>▪ Piloted desktop video teleconferencing to expand capabilities for providing interactive external training online.</li> <li>▪ Developed 5 pre-recorded training modules in preparation for posting.</li> <li>▪ Updated OGC Unfair Labor Practice Case Law Outline.</li> </ul>
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**Targets**

<b>FY 2019</b>	<ul style="list-style-type: none"> <li>▪ Update at least 3 guides or manuals Agency-wide.</li> <li>▪ Establish a mechanism to live stream trainings online or offer pre-recorded trainings on the <a href="http://www.flra.gov">www.flra.gov</a> website.</li> <li>▪ Offer at least 5 training sessions online Agency-wide.</li> <li>▪ Begin publishing case digest summaries for all Authority decisions. OGC and FSIP to evaluate doing the same for their decisions.</li> </ul>
<b>FY 2020</b>	<ul style="list-style-type: none"> <li>▪ Critically review and update the relevancy and currency of Agency regulations.</li> <li>▪ Update 2 guides or manuals Agency-wide.</li> <li>▪ Offer 7 training sessions online Agency-wide.</li> <li>▪ Continue to provide case digest summaries for all Authority decisions. Provide OGC and FSIP case digests, if deemed appropriate.</li> </ul>
<b>FY 2021</b>	<ul style="list-style-type: none"> <li>▪ Critically review and update the relevancy and currency of Agency regulations.</li> <li>▪ Update remaining guides or manuals Agency-wide as needed.</li> <li>▪ Offer 10 additional training sessions online as developed.</li> <li>▪ Continue to provide case digest summaries for all Authority decisions. Provide OGC and FSIP case digests, if deemed appropriate.</li> </ul>

**STRATEGIC OBJECTIVE 2B: IDENTIFY AND OFFER TARGETED ASSISTANCE TO PARTIES WITH SIGNIFICANT LABOR-MANAGEMENT CHALLENGES.**

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.

As part of the Agency’s strategic commitment to develop and provide tools and resources to enable the parties to prevent or more effectively and efficiently resolve their labor-relations disputes and improve their labor-management relationships, the Authority signed a memorandum of understanding (MOU) with the Federal Mediation and Conciliation Service (FMCS) creating a new pilot procedure to offer alternative dispute resolution opportunities at no cost to the parties. Under its terms, the Authority will train a unique cadre of FMCS mediators so that they may assist the parties in the

resolution of negotiability appeals through mediation. Under the pilot program, before a negotiability appeal is considered by the Authority's Members for a decision, the Authority may refer such appeals to FMCS, either on the Authority's own initiative or based upon a request from the parties. The negotiability-appeal-mediation procedure is expected to take between 30 and 60 days. The Authority anticipates that this will reduce case-processing time in negotiability appeals as well as provide opportunities for parties to expeditiously resolve appropriate negotiability disputes without the need for a formal Authority decision.

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.

For example, OGC conducted 30 training sessions to more than 25 federal agencies and labor organizations in 2019. These sessions were requested by the organizations based on their perceived needs in the Federal labor-management relations area. FLRA staff tailored each session to meet the individualized needs of the particular group and received consistent positive feedback from the participants. The targeted training sessions focused on a range of issues, including unfair labor practices and representation matters.

**Performance Goal 2b-1:** Identify and evaluate parties with significant labor-management challenges.

**Performance Goal 2b-2:** Refer appropriate parties to suitable resources.

**Performance Goal 2b-3:** Implement highly effective targeted assistance programs and associated materials.



**Measure 2b:** Develop and implement a highly effective, totally voluntary targeted-assistance program and related procedures.

**Results**

<b>FY 2019</b>	<ul style="list-style-type: none"> <li>▪ Collaborated with FMCS on a pilot program to offer alternative dispute resolution in appropriate negotiability disputes.</li> <li>▪ Addressed specific requests of parties for targeted training.</li> </ul>
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**Targets**

<b>FY 2019</b>	<ul style="list-style-type: none"> <li>▪ Develop the criteria for identifying parties with significant labor-management challenges.</li> <li>▪ Develop procedures for offering targeted assistance to identified parties or referring such parties to appropriate resources.</li> <li>▪ Pilot a targeted-assistance program.</li> <li>▪ Identify metrics for evaluating the program's success.</li> <li>▪ Formally implement a targeted-assistance program with appropriately ambitious measures to assess its effectiveness.</li> </ul>
<b>FY 2020</b>	<ul style="list-style-type: none"> <li>▪ Train FMCS mediators and support the pilot mediation program.</li> <li>▪ Establish metrics for evaluating the effectiveness of the mediation program.</li> <li>▪ Evaluate the effectiveness of the targeted-assistance program using the metrics established in FY 2019.</li> <li>▪ Make necessary refinements and improvements based on customer feedback.</li> <li>▪ Increase the program's overall success as measured by the metrics established in FY 2019.</li> </ul>
<b>FY 2021</b>	<ul style="list-style-type: none"> <li>▪ Evaluate the effectiveness of the FMCS mediation pilot program using metrics established in FY 2020.</li> <li>▪ Continue to evaluate the effectiveness of the targeted-assistance program.</li> </ul>

**STRATEGIC OBJECTIVE 2C: MAINTAIN AND EXPAND OUR EXTERNAL TRAINING PROGRAMS TO ENABLE THE PARTIES TO BETTER UNDERSTAND THEIR RIGHTS AND OBLIGATIONS UNDER THE STATUTE.**

Agency components have traditionally provided training on statutory principles governing ULPs, representational issues, negotiability disputes, and arbitration exceptions. Providing such external training to federal agencies and labor organizations regarding their rights and obligations under the Statute directly promotes FLRA's mission of protecting rights and facilitating stable labor-management relationships while advancing an effective and efficient government. For this reason, it is essential that FLRA maintain and, where possible, expand these external training programs.

**Performance Goal 2c-1:** Exceed an annual target number of highly rated in-person training programs for a target number of participants concerning the full range of statutory matters.

**Performance Goal 2c-2:** Find additional ways to deliver real-time and pre-recorded external trainings that have been successfully developed and implemented utilizing appropriate technology and participant-friendly best practices.

**Performance Goal 2b-3:** Exceed an annual target number of highly rated training programs for a target number of participants regarding procedures for filing and processing FLRA cases.

<b>Measure 2c-1:</b> The number of <i>training, outreach, and facilitation activities</i> delivered.			
<b>Results</b>			
<b>FY 2016</b>	280		
<b>FY 2017</b>	273		
<b>FY 2018</b>	100		
<b>Measure 2c-1:</b> The number of <i>in-person statutory training</i> programs delivered.			
<b>Results</b>		<b>Targets</b>	
<b>FY 2019</b>	95	<b>FY 2019</b>	50
		<b>FY 2020</b>	50
		<b>FY 2021</b>	50

<b>Measure 2c-2:</b> The number of participants involved in <i>training, outreach, and facilitation</i> activities.			
<b>Results</b>			
<b>FY 2016</b>	8,440		
<b>FY 2017</b>	8,122		
<b>FY 2018</b>	2,574		
<b>Measure 2c-2:</b> The number of participants who receive <i>in-person statutory training</i> .			
<b>Results</b>		<b>Targets</b>	
<b>FY 2019</b>	4,807	<b>FY 2019</b>	2,500
		<b>FY 2020</b>	2,500
		<b>FY 2021</b>	2,500

**Measure 2c-3:** The percentage of participants who highly rate the statutory training that they received.

<b>Results</b>		<b>Targets</b>	
<b>FY 2019</b>	Evaluations in development	<b>FY 2019</b>	Develop evaluations.
		<b>FY 2020</b>	80% of participants rate the training as effective or highly effective
		<b>FY 2021</b>	80% of participants rate the training as effective or highly effective

**Measure 2c-4:** The number of training programs delivered regarding procedures for filing and processing FLRA cases.

<b>Results</b>		<b>Targets</b>	
<b>FY 2019</b>	72	<b>FY 2019</b>	40
		<b>FY 2020</b>	40
		<b>FY 2021</b>	FLRA will discontinue this measure; covered by statutory training

**Measure 2c-5:** The number of participants who receive training regarding procedures for filing and processing FLRA cases.

<b>Results</b>		<b>Targets</b>	
<b>FY 2019</b>	3,082	<b>FY 2019</b>	2,000
		<b>FY 2020</b>	2,000
		<b>FY 2021</b>	FLRA will discontinue this measure; covered by statutory training

**Measure 2c-6:** The percentage of participants who highly rate the training that they received regarding procedures for filing and processing FLRA cases.

<b>Results</b>		<b>Targets</b>	
<b>FY 2019</b>	Evaluations in development	<b>FY 2019</b>	Develop evaluations.
		<b>FY 2020</b>	80% of participants rate the training as effective or highly effective
		<b>FY 2021</b>	FLRA will discontinue this measure; covered by statutory training

**Measure 2c-7:** The number of real-time and pre-recorded online training programs developed and implemented.

<b>Results</b>		<b>Targets</b>	
<b>FY 2019</b>	5	<b>FY 2019</b>	5
		<b>FY 2020</b>	7
		<b>FY 2021</b>	10

**Measure 2c-8:** The percentage of participants who highly rate the real-time and pre-recorded online training that they received.

<b>Results</b>		<b>Targets</b>	
<b>FY 2019</b>	In Development	<b>FY 2019</b>	Develop evaluations.
		<b>FY 2020</b>	80% of participants rate the training as effective or highly effective
		<b>FY 2021</b>	80% of participants rate the training as effective or highly effective

**STRATEGIC GOAL 3: WE WILL MANAGE OUR RESOURCES EFFECTIVELY AND EFFICIENTLY, AND RECOGNIZE THAT OUR DEDICATED WORKFORCE IS CRITICAL TO THE RESOLUTION OF LABOR-RELATIONS DISPUTES.**

The FLRA honors the trust that the public has placed in it to use Agency resources wisely on behalf of the American taxpayer. Recognizing that trust, FLRA has always focused its resources on carrying out its mission. It will continue to do so.

The core of FLRA's mission is to protect rights and facilitate stable labor-management relationships. FLRA will continue to achieve that goal by employing committed, experienced professionals.

FLRA will continue to explore ways to manage its workforce effectively and efficiently. A key component of that commitment is to continue developing IT systems, with the goal of enabling FLRA employees to spend more time on mission-critical, substantive work. FLRA will also reexamine its performance-management systems to ensure that they align with the goals in the Strategic Plan, that individual employee standards reflect organizational goals, and that the Agency appropriately recognizes employee achievements in support of these goals. Finally, FLRA will continue to encourage employee growth, development, and innovation.

**STRATEGIC OBJECTIVE 3A: ENSURE THAT THE FLRA'S PERFORMANCE-MANAGEMENT SYSTEMS ARE SYNCHRONIZED WITH AND SUPPORT THE AGENCY'S STRATEGIC GOALS.**

At the foundation of the Agency's 2018-2022 Strategic Plan is FLRA's renewed commitment to developing the most effective ways to evaluate Agency performance, as well as the contributions of the Agency's components and individual employees. To do this, employee performance-management targets will be adapted to support Agency goals. This will help ensure that the evaluation of FLRA employees will include consideration of how well they assist the Agency to achieve its strategic and performance goals.

**Performance Goal 3a-1:** FLRA employees perceive that the Agency's performance-management systems, and their individual performance plans, directly align with achieving this strategic plan.

**Performance Goal 3a-2:** FLRA employees have a clear understanding of how their individual achievement contributes to achievement of Agency priorities and successful implementation of FLRA strategic goals.

**Performance Goal 3a-3:** FLRA employees perceive that their performance recognition and rewards are also directly linked to their contribution to the successful achievement of the FLRA's strategic goals.

<b>Measure 3a-1: Align performance-management systems and individual performance plans with current Strategic Plan.</b>	
<b>Results</b>	
<b>FY 2019</b>	<ul style="list-style-type: none"> <li>▪ Evaluated Agency performance-management systems and individual employee performance plans for alignment with the Strategic Plan.</li> <li>▪ Formed Strategic Implementation Teams for the three types of positions-- (1) OGC Attorneys, (2) Non-OGC attorneys, (3) Non-Attorneys--and tasked those teams with offering recommended revisions to employees' standards and elements.</li> <li>▪ Strategic Implementation Teams have provided Agency leadership with recommended revisions of performance plans to pilot in 2020.</li> </ul>
<b>Targets</b>	
<b>FY 2019</b>	<ul style="list-style-type: none"> <li>▪ Develop communications strategies, educational tools, and other materials to successfully implement the new systems.</li> <li>▪ Develop and administer an internal survey(s) to assess whether employees perceive that performance management systems (GS and SL/SES) and individual employee performance plans align with the Strategic Plan.</li> </ul>
<b>FY 2020</b>	<ul style="list-style-type: none"> <li>▪ Develop revised performance plans for remaining positions.</li> <li>▪ Pilot all revised performance plans.</li> <li>▪ Implement appropriate communications strategies and educational tools to successfully achieve the transition.</li> <li>▪ Implement automated employee performance assessment system to streamline performance management process and utilize existing technologies.</li> </ul>
<b>FY 2021</b>	<ul style="list-style-type: none"> <li>▪ Evaluate pilot and revise performance plans as appropriate.</li> </ul>

<b>Measure 3a-2: Employees understand how their individual performance contributes to overall Agency strategic goals.</b>	
<b>Results</b>	
<b>FY 2019</b>	FLRA did not administer a separate survey, but relied on data provided through FEVS.
<b>Targets</b>	
<b>FY 2019</b>	Develop and administer an internal survey(s), or use existing survey instruments (e.g., FEVS), to assess whether FLRA employees understand how their individual achievements contribute to Agency priorities and successful implementation of FLRA strategic goals. (E.g., FEVS Question #12, "I know how my work relates to the agency's goals and priorities"; FEVS Question #16, "I am held responsible for achieving results.")
<b>FY 2020</b>	Maintain or improve positive responses to relevant question(s) in existing survey instruments or internal survey(s) year over year.
<b>FY 2021</b>	FLRA will continue to review and analyze most recent FEVS results and discontinue this measure.

**Measure 3a-3:** Employees believe that there is alignment between the recognition and rewards that they receive and their individual contributions towards achieving the FLRA’s strategic goals.

**Results**

<b>FY 2019</b>	FLRA did not administer a separate survey, but relied on data provided through FEVS.
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**Targets**

<b>FY 2019</b>	Develop and administer an internal survey(s), or use existing survey instruments (e.g., FEVS), to assess whether employees believe that recognition and rewards relate to their contribution toward achievement of FLRA strategic goals. (E.g., FEVS Question #24, “In my work unit, differences in performance are recognized in a meaningful way”; FEVS Question #25, “Awards in my work unit depend on how well employees perform their jobs”; FEVS Question #32, “Creativity and innovation are rewarded.”)
<b>FY 2020</b>	Maintain or improve positive responses to relevant question(s) in existing survey instruments the internal survey(s) year over year.
<b>FY 2021</b>	FLRA will continue to review and analyze most recent FEVS results and discontinue this measure.

**STRATEGIC OBJECTIVE 3B: CONTINUE TO EXPAND THE FLRA’S TECHNOLOGICAL CAPABILITIES TO ENABLE EMPLOYEES TO DELIVER MISSION RESULTS MORE EFFECTIVELY AND EFFICIENTLY.**

FLRA’s IT systems have provided, and will continue to provide, a key means by which the FLRA will more effectively and efficiently deliver quality services and increase internal efficiencies. For example, the Agency has connected all FLRA components in ways that improve internal communication, and FLRA staff works more efficiently by using a cloud-based Document Management System that allows for simplified document management and internal collaboration.

The Agency implemented a new and improved version of its eFiling system in FY 2018 that provides a more intuitive, user-friendly customer experience. This improved eFiling experience allows the parties to submit ULP, representation, arbitration, and negotiability filings in an electronic format. The Agency is currently using the same software and agile methodology to develop a more user-friendly electronic Case Management System. FLRA will integrate these three systems — document management, eFiling, and case management — to fully implement electronic case file capability throughout the Agency.

Thereafter, as resources permit, FLRA continues to enhance and leverage these technological capabilities. Work has begun to fully implement electronic case files, to encourage the widest uses of eFiling and to serve FLRA-generated case documents on the parties electronically—saving time, human-capital resources, and postage costs.

**Performance Goal 3b-1:** Implement a new and improved FLRA electronic case-management system. Integrate the case-management system with the FLRA document management and eFiling systems in order to fully implement electronic case file capability throughout the Agency.

**Performance Goal 3b-2:** FLRA employees and parties understand how to make the most effective use of the FLRA’s electronic systems.

**Performance Goal 3b-3:** Enhance the positive impact of technological advancements on the customer experience.



<b>Measure 3b-1: Expand the use of eFiling.</b>	
<b>Results</b>	
<b>FY 2016</b>	<ul style="list-style-type: none"> <li>▪ 22% of cases eFiled Agency-wide.</li> </ul>
<b>FY 2017</b>	<ul style="list-style-type: none"> <li>▪ 35% of cases eFiled Agency-wide.</li> </ul>
<b>FY 2018</b>	<ul style="list-style-type: none"> <li>▪ 35% of cases eFiled Agency-wide.</li> </ul>
<b>FY 2019</b>	<ul style="list-style-type: none"> <li>▪ 46% of cases eFiled Agency-wide.</li> <li>▪ Authority and FSIP exceeded target of 10% increase.</li> <li>▪ 80% of case eFiled in the Authority; 78 % in FSIP</li> </ul>
<b>Targets</b>	
<b>FY 2019</b>	<ul style="list-style-type: none"> <li>▪ 50% of cases eFiled Agency-wide.</li> <li>▪ 10% increase in eFiling in each component – the OGC, the Authority, and the FSIP.</li> <li>▪ Amend FLRA’s regulations to eliminate the use of facsimile service for case filings throughout the Agency.</li> </ul>
<b>FY 2020</b>	<ul style="list-style-type: none"> <li>▪ 75% of cases eFiled Agency-wide.</li> <li>▪ Critically review and revise FLRA regulations to modernize filing requirements.</li> <li>▪ Pilot mandatory eFiling in at least one Regional Office.</li> </ul>
<b>FY 2021</b>	<ul style="list-style-type: none"> <li>▪ Expand mandatory eFiling pilot to all components.</li> </ul>

<b>Measure 3b-2: Implement end-to-end electronic case files.</b>	
<b>Results</b>	
<b>FY 2016</b>	<p>With the merger of the eFiling and Case Management System (CMS) applications complete, and the bridge between the two systems in place to support end-to-end electronic case-processing capability, enhanced the available features for the integration of the eFiling and CMS applications. eFiled cases are routinely automatically entered into the CMS. Neared completion of an improved eFiling user interface (eFiling 2.0) to make the application more user-friendly and intuitive. Began efforts to implement a Document Management System, which is a critical step in accomplishing the FLRA’s multi-year electronic-case-file plan.</p>
<b>FY 2017</b>	<p>Deployed an Agency-wide, cloud-based DMS, which replaced the existing network shares with an integrated document and email communications system that will facilitate document sharing and electronic case-processing initiatives. Adopted a new, more cost-effective approach to achieving end-to-end electronic case files. Using agile methodology and open-source code, and responding to user feedback, completed initial development of a brand new, user-friendly eFiling application (eFiling 3.0) with a Ruby on Rails user interface and a Postgres backend database that is housed in Amazon Web Services – a cloud-based solution. The new application will be launched in 2018 once final testing and additional enhancements are completed. Began modernizing the infrastructure of the Agency’s electronic CMS and eFiling by transitioning to a new cloud-based, backend product – Postgres database housed in Amazon Web Services – that will allow for a more user friendly and complete integration of the CMS, the eFiling system, and the DMS.</p>

<b>FY 2018</b>	Developed and launched eFiling 3.0, which both internal and external users report is significantly more user-friendly and intuitive. Began development of a new and improved CMS that, over time, will provide significant (\$100,000 annually) cost savings and allow for more efficient integration of the CMS and eFiling systems with the DMS, enabling end-to-end electronic case processing throughout the Agency. Identified the basic structure of electronic case files for each component/office in the DMS. Completed transition of all major IT functions – CMS, DMS, eMail – to the cloud, which improves both IT security, consistent with the PMA, and Agency continuity of operations plans.
<b>FY 2019</b>	Developed CMS for the Authority. Developed electronic case file structure in the DMS and initial planning to automate creating the electronic folders from the CMS.
<b>Targets</b>	
<b>FY 2019</b>	Develop and fully implement the new and improved CMS in at least one FLRA component.
<b>FY 2020</b>	Develop and implement the new and improved CMS for the OGC.
<b>FY 2021</b>	Develop and implement the new and improved CMS in all remaining components/offices. Implement end-to-end electronic case files throughout the Agency.

<b>Measure 3b-3: Internal and external customer perceptions of the eFiling System.</b>	
<b>Results</b>	
<b>FY 2019</b>	<ul style="list-style-type: none"> <li>▪ Received feedback from external users via the provided engagement email address. Implemented suggestions and replied to customer feedback.</li> <li>▪ Developed and distributed notices to customers promoting the use of eFiling.</li> </ul>
<b>Targets</b>	
<b>FY 2019</b>	<ul style="list-style-type: none"> <li>▪ Develop a communications strategy for sharing with internal and external customers the benefits and advantages of eFiling (e.g., notice to go out with all Authority decisions).</li> <li>▪ Develop and administer internal and external survey tools to assess customer perceptions of the eFiling System.</li> <li>▪ Develop online, pop-up eFiling surveys that appear while users are logged into the eFiling System.</li> </ul>
<b>FY 2020</b>	<ul style="list-style-type: none"> <li>▪ Maintain or improve positive responses to internal and external survey instruments.</li> <li>▪ Adopt suggested enhancements to the eFiling System, as appropriate.</li> </ul>
<b>FY 2021</b>	<ul style="list-style-type: none"> <li>▪ Maintain or improve positive responses to internal and external survey instruments.</li> <li>▪ Adopt suggested enhancements to the eFiling System, as appropriate.</li> </ul>

**Measure 3b-4:** Assess how internal and external customers perceive the effectiveness of the Agency's IT modernization efforts.

**Results**

<b>FY 2019</b>	<ul style="list-style-type: none"> <li>▪ Developed and administered internal surveys to assess how FLRA employees perceive the effectiveness of the Agency's IT modernization efforts.</li> <li>▪ Evaluated survey results.</li> </ul>
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**Targets**

<b>FY 2019</b>	<ul style="list-style-type: none"> <li>▪ Develop and administer internal and external survey(s) to assess: (1) whether FLRA employees and customers know how to maximize available technology; and (2) how FLRA employees and customers perceive the effectiveness of the Agency's IT modernization efforts.</li> <li>▪ Develop and implement appropriate communications to promote and enhance these efforts.</li> </ul>
<b>FY 2020</b>	<ul style="list-style-type: none"> <li>▪ Craft an effective, targeted communications strategy based on the results of the customer-satisfaction surveys.</li> <li>▪ Develop and provide any necessary internal or external training programs so that employees and customers have the tools to maximize technological improvements.</li> <li>▪ Achieve improved survey results year over year.</li> </ul>
<b>FY 2021</b>	<ul style="list-style-type: none"> <li>▪ Annually distribute internal customer satisfaction survey and continue to receive point of service surveys.</li> </ul>

**STRATEGIC OBJECTIVE 3C: RECRUIT, RETAIN, AND DEVELOP A DIVERSE, RESPECTED WORKFORCE IN AN ENVIRONMENT THAT FOSTERS EMPLOYEE INPUT AND SATISFACTION AND MAKES THE BEST USE OF FLRA RESOURCES.**

FLRA’s charge to uphold and administer the Statute relies on its employees. Accordingly, FLRA’s success relies on the expertise and engagement of its workforce. A key component of attracting and retaining an effective workforce is creating a positive work environment in which employees see themselves as stakeholders and innovators. FLRA will continue to assess the skills and professional education/training needs of its workforce, and it will seek new, cost-effective ways to cultivate employee development and commitment. FLRA will provide opportunities for experienced employees to share their institutional knowledge by providing internal training and through other means. FLRA’s continued focus on human-capital development will help ensure continued mission accomplishment and leadership of the federal-sector labor-management relations program.

**Performance Goal 3c-1:** Internal and external survey respondents perceive that diverse and respected FLRA employees demonstrate expertise in federal-sector labor-management relations; minimal gaps exist in succession plans; and the Agency develops nontraditional resources for employee education and development.

**Performance Goal 3c-2:** The FLRA workforce expresses a stable and improving level of overall job satisfaction, as well as satisfaction with the manner in which internal problem-solving occurs.

**Performance Goal 3c-3:** FLRA managers and employees perceive that the Agency appropriately uses telework and technology to promote employee efficiency and a healthy work-life balance.

**Measure 3c-1:** Recruit, retain, and develop a diverse, respected workforce.

<b>Results</b>	
<b>FY 2019</b>	<ul style="list-style-type: none"> <li>▪ Reviewed a portion of Agency performance-management systems and individual performance plans to ensure that they align directly with the 2018-2022 Strategic Plan.</li> <li>▪ Completed review of all position descriptions Agency-wide, to ensure that all Agency positions reflect the actual duties of the position.</li> <li>▪ Issued a revised Reasonable Accommodation Policy – including Personal Assistive Device policy – that is fully compliant with recent EEOC regulatory amendments and guidance.</li> <li>▪ Ensured compliance with Government-wide goals for Schedule A hiring.</li> <li>▪ Expanded recruitment efforts to target persons with disabilities.</li> <li>▪ Formed Diversity and Inclusion Team to develop programs to highlight and celebrate the diversity of Agency employees.</li> </ul>
<b>Targets</b>	
<b>FY 2019</b>	<ul style="list-style-type: none"> <li>▪ Review Agency performance-management systems and individual performance plans to ensure that they align directly with the 2018-2022 Strategic Plan.</li> <li>▪ Conduct a comprehensive, Agency-wide position classification review to confirm that all Agency positions reflect the actual duties of the</li> </ul>

	<p>position.</p> <ul style="list-style-type: none"> <li>▪ Assess time-to-hire results for Agency positions by reviewing recruitment and staffing processes and procedures.</li> <li>▪ Issue a revised Reasonable Accommodation Policy – including Personal Assistive Device policy – that is fully compliant with recent EEOC regulatory amendments and guidance.</li> <li>▪ Ensure compliance with Government-wide goals for Schedule A hiring.</li> </ul>
<b>FY 2020</b>	<ul style="list-style-type: none"> <li>▪ Improve time-to-hire metrics based on results of FY 2019 assessment.</li> <li>▪ Meet or exceed Government-wide standards for diversity and Schedule A hiring.</li> </ul>
<b>FY 2021</b>	<ul style="list-style-type: none"> <li>▪ Maintain a diverse and respected workforce through targeted recruitment.</li> </ul>
<b>Measure 3c-2: Maintain and grow Agency expertise through employee development.</b>	
New measure FY 2016.	
<b>Results</b>	
<b>FY 2017</b>	<ul style="list-style-type: none"> <li>▪ Managers assessed employees’ developmental needs and provided at least one targeted developmental opportunity to each, many of those in-house (e.g., details, workgroups, and special projects).</li> <li>▪ In the 2017 FEVS, had 55 identified strengths (items with 65 percent or higher positive ratings) and no identified challenges (items with 35 percent or higher negative ratings). Continued to rank in the top ten among small agencies (those with 100-999 employees) in two important indices – Employee Engagement and New IQ – with #6 and #5 rankings, respectively.</li> <li>▪ 78 percent of FLRA employees responded positively to the OPM FEVS question “supervisors in my work unit support employee development” (Q. 47), which is 5 percent above the small-agency score of 73 percent, and 10 percent above the Government-wide score of 68 percent.</li> </ul>
<b>FY 2018</b>	<ul style="list-style-type: none"> <li>▪ Offered cross-component details to provide employees with training and developmental experiences that will enhance their skills and increase their understanding of the Agency’s mission and operations.</li> <li>▪ Managers assessed annually employees on their developmental needs and provided appropriate training and developmental opportunities.</li> <li>▪ Maintained sustained growth of positive responses to the OPM FEVS question “supervisors in my work unit support employee development” (Q. 47).</li> </ul>
<b>FY 2019</b>	<ul style="list-style-type: none"> <li>▪ Held 3 component specific brown bag sessions (Authority, FSIP, OALJ).</li> <li>▪ Developed and administered surveys to solicit feedback on employee education and development.</li> <li>▪ Provided promotional opportunities for internal agency staff prior to advertising key leadership positions externally.</li> </ul>
<b>Targets</b>	
<b>FY 2019</b>	<ul style="list-style-type: none"> <li>▪ Develop and implement use of nontraditional resources for employee education and development (e.g., component-specific mentoring programs, Agency-wide or component-specific brown bag sessions, Agency-wide dissemination of decisions and other relevant legal opinions).</li> </ul>

	<ul style="list-style-type: none"> <li>Develop and administer survey(s) to solicit feedback on and assess the effectiveness of nontraditional resources for employee education and development.</li> <li>Maintain sustained growth of positive responses to FEVS Question #47 – “Supervisors in my work unit support employee development.”</li> </ul>
<b>FY 2020</b>	<ul style="list-style-type: none"> <li>Enhance and continue to use those nontraditional resources for employee education and development that were found to be most successful.</li> <li>Show a 10% increase in satisfaction with nontraditional methods, as measured by surveys or other measures developed in 2019.</li> <li>Maintain sustained growth of positive responses to FEVS Question #47 – “Supervisors in my work unit support employee development.”</li> </ul>
<b>FY 2021</b>	<ul style="list-style-type: none"> <li>FLRA will discontinue this measure because it is incorporated in Measure 1b-2.</li> </ul>

<b>Measure 3c-3: Internal and external perceptions about the workforce.</b>	
New measure FY 2019.	
<b>Results</b>	
<b>FY 2019</b>	<ul style="list-style-type: none"> <li>FLRA did not administer a separate survey, but relied on data provided through FEVS.</li> </ul>
<b>Targets</b>	
<b>FY 2019</b>	<ul style="list-style-type: none"> <li>Develop and administer an <i>internal</i> survey(s), or use existing survey instruments (e.g., FEVS), to assess whether employees believe that FLRA employees: are diverse, are respected, and demonstrate expertise in Federal sector labor-management relations (e.g., FEVS Question #29 – “The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.”)</li> <li>Develop and administer an <i>external</i> survey(s) to assess whether external respondents perceive that FLRA employees: are diverse, are respected, and demonstrate expertise in Federal sector labor-management relations.</li> </ul>
<b>FY 2020</b>	<ul style="list-style-type: none"> <li>Maintain or improve positive responses to relevant question(s) in existing survey instruments or internal survey(s) year over year.</li> </ul>
<b>FY 2021</b>	<ul style="list-style-type: none"> <li>FLRA will discontinue this measure regarding internal surveys because it will be measured through FEVS.</li> <li>FLRA will discontinue this measure regarding external surveys because it is incorporated in Measure 1b-3.</li> </ul>

<b>Measure 3c-4: Internal perceptions about succession plans.</b>	
New measure FY 2019.	
<b>Results</b>	
<b>FY 2019</b>	<ul style="list-style-type: none"> <li>FLRA did not administer a separate survey, but relied on data provided through FEVS.</li> </ul>
<b>Targets</b>	

<b>FY 2019</b>	<ul style="list-style-type: none"> <li>Develop and administer an internal survey(s), or use existing survey instruments (e.g., FEVS), to assess whether employees believe that minimal gaps exist in succession planning (e.g., FEVS Question #68 – “How satisfied are you with your opportunity to get a better job in your organization?”)</li> </ul>
<b>FY 2020</b>	<ul style="list-style-type: none"> <li>Maintain or improve positive responses to relevant question(s) in existing survey instruments or internal survey(s) year over year.</li> </ul>
<b>FY 2021</b>	<ul style="list-style-type: none"> <li>FLRA will discontinue this measure. This will be measured through FEVS.</li> </ul>

<b>Measure 3c-5: Overall employee job satisfaction.</b>	
New measure FY 2019.	
<b>Results</b>	
<b>FY 2019</b>	<ul style="list-style-type: none"> <li>FLRA formed an employee engagement Team and began conducting focus groups with all employees to better understand all aspects of job satisfaction.</li> </ul>
<b>Targets</b>	
<b>FY 2019</b>	<ul style="list-style-type: none"> <li>Develop and administer an internal survey(s), or use existing survey instruments (e.g., FEVS), to assess whether employees believe that FLRA employees: are diverse, are respected, and demonstrate expertise in Federal sector labor-management relations (e.g., FEVS Global Satisfaction Index; FEVS Question #69 – “Considering everything, how satisfied are you with your job?”)</li> </ul>
<b>FY 2020</b>	<ul style="list-style-type: none"> <li>Maintain or improve positive responses to relevant question(s) in existing survey instruments or internal survey(s) year over year.</li> </ul>
<b>FY 2021</b>	<ul style="list-style-type: none"> <li>Maintain or improve positive responses to relevant questions in FEVS.</li> </ul>

<b>Measure 3c-6: Internal satisfaction with the manner in which internal problem-solving occurs.</b>	
New measure FY 2019.	
<b>Results</b>	
<b>FY 2019</b>	<ul style="list-style-type: none"> <li>FLRA did not administer a separate survey, but relied on data provided through FEVS.</li> </ul>
<b>Targets</b>	
<b>FY 2019</b>	<ul style="list-style-type: none"> <li>Develop and administer an internal survey(s), or use existing survey instruments (e.g., FEVS), to assess employee satisfaction with internal problem-solving practices.</li> </ul>
<b>FY 2020</b>	<ul style="list-style-type: none"> <li>Maintain or improve positive responses to relevant question(s) in existing survey instruments or internal survey(s) year over year.</li> </ul>
<b>FY 2021</b>	<ul style="list-style-type: none"> <li>FLRA will continue to review and analyze most recent FEVS results and discontinue this measure.</li> </ul>

**Measure 3c-7:** Internal perceptions about use of technology to promote employee efficiency and work-life balance.

New measure FY 2019.

**Results**

<b>FY 2019</b>	FLRA did not administer a separate survey, but relied on data provided through FEVS.
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**Targets**

<b>FY 2019</b>	Develop and administer an internal survey(s), or use existing survey instruments (e.g., FEVS), to assess internal perceptions about the use of technology to promote efficiency and work-life balance (e.g., FEVS Question #42 – “My supervisor supports my need to balance work and other life issues.”)
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<b>FY 2020</b>	Maintain or improve positive responses to relevant question(s) in existing survey instruments or internal survey(s) year over year.
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<b>FY 2021</b>	FLRA will continue to review and analyze most recent FEVS results and discontinue this measure.
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**U.S. FEDERAL LABOR RELATIONS AUTHORITY**  
**1400 K Street, N.W.**  
**Washington, DC 20424**  
[www.flra.gov](http://www.flra.gov)