



U.S. FEDERAL LABOR RELATIONS AUTHORITY

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



CONGRESSIONAL BUDGET JUSTIFICATION



2022



FLRA.GOV

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**UNITED STATES
FEDERAL LABOR RELATIONS AUTHORITY**



**Congressional Budget Justification
Fiscal Year 2022**

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U.S. FEDERAL LABOR RELATIONS AUTHORITY

MESSAGE FROM THE CHAIRMAN



I am pleased to present the Federal Labor Relations Authority's (FLRA's) Fiscal Year 2022 Congressional Budget Justification in the amount of \$29,247,000, or \$2.647 million (+10 percent) over 2021 Enacted. This amount would restore twelve full-time equivalents (FTEs), including ten for the Office of General Counsel (OGC), one for the Collaboration and Alternative Dispute Resolution Office, and one for the Office of Administrative Law Judges (OALJ).

FLRA 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. FLRA is a small agency with a large mission: overseeing the labor-management programs of most agencies in the Federal government. If FLRA is not able to resolve or help prevent Federal agencies' and unions' labor disputes in a timely, effective manner, then that can have negative ripple effects on mission performance throughout the rest of the Federal government.

In recent years, FLRA has experienced a number of challenges. FLRA budgets have been sharply reduced. Over 25 percent of the regional offices (two out of seven) were closed. Nearly 40 percent of the staff, including some of the most experienced and skilled staff, left the Agency, and few of those positions were backfilled. Employee morale plummeted, with FLRA dropping, over four years, from one of the "top three" best places to work to one of the "bottom two," under the Best Places to Work in the Federal Government[®] small-agency rankings. Additionally, FLRA was without a General Counsel (GC) or Acting GC from November 2017 until very recently, which meant, among other things, that FLRA could not issue unfair labor practice (ULP) complaints for more than 3 years.

FLRA also eliminated the highly successful and vitally important Collaboration and Alternative Dispute Resolution Office (CADRO), which had existed for over 25 years. CADRO provides mediation, training, facilitation, and workplace-relationship services to FLRA parties. And, like ADR generally, CADRO had significant bipartisan support. Eliminating CADRO resulted in fewer cases being settled and a growing case backlog before FLRA's three-Member, decisional component (the Authority). At the same time, the Authority and the OGC have seen increases in case-filing rates, and an unprecedented number of requests for policy statements or guidance.

As a result of these challenges, the Authority and the OGC are experiencing significant case backlogs – including unprecedented backlogs in the OGC. At the same time, those backlogs and the loss of experienced staff has caused FLRA to curtail its provision of training and the updating of training and guidance materials.

I also anticipate that there are further challenges to come. As there is now an Acting GC and ULP complaints can issue, this will result in a significant increase in the OALJ's caseload. And, if the OALJ's recommended decisions are appealed to the Authority, the Authority's caseload also will increase. In addition, as a result of President Biden's Executive Order 14003, "Protecting the

Federal Workforce” (1/22/21) and OPM Guidance, “Guidance for Implementation of Executive Order 14003 - Protecting the Federal Workforce” (3/5/21), which direct agencies to revise any collective-bargaining agreements that implemented EO 13836, FLRA anticipates seeing a surge in all of its components’ workloads.

Therefore, FLRA is in a serious “rebuilding and restoration” mode. And I am glad to report some progress in addressing the challenges, including hiring back some of the most experienced staff who left FLRA over the past several years.

But, to successfully resolve the remaining challenges – and to help ensure the statutory right to engage in collective bargaining and provide a more constructive approach to labor-management relations in the Federal sector – additional staffing is needed. Specifically, to put a dent in its current backlog, and to handle newly issued ULP complaints, the OGC must hire at least ten additional attorneys for 2022. Further, the anticipated surge in ULP trials in the OALJ necessitates hiring an additional administrative law judge. And the increase in case filings before the Authority and anticipated increase in caseload for the OALJ requires hiring an additional attorney in CADRO. CADRO not only helps resolve cases that come before the Authority, but also plays a crucial settlement-official role for the OALJ.

To meet these important staffing requirements and successfully perform its mission, FLRA needs additional funding. In making this request, it is important to recognize that FLRA has operated under the guiding principle of “doing more with less” over many years. In the past several years, for example, FLRA has engaged in a number of cost-cutting measures, including reducing the Agency-wide travel expenditures and professional-development budgets by 25 percent, moving the San Francisco regional office to Oakland to save \$1 million in annual rental costs, and giving up significant space at Headquarters. There simply is nowhere else to cut. To return to a fully functioning agency, FLRA must rebuild the staffing to a more appropriate level of 131 FTEs, the level of staffing that FLRA had in 2015.

By restoring the staffing level to 131 FTEs, FLRA can begin to address the dire case backlog without falling further behind, prevent case-related disputes, increase the training of parties and dispute-resolution services, make much-needed updates to the training and guidance materials, and, I hope, significantly improve employee morale. In short, to quote President Biden, FLRA can “build back better.”

I am proud to have the honor to serve as Chairman of FLRA and to work with its incredibly resilient and resourceful employees.

If you have any questions regarding this request, please contact Michael Jeffries, Executive Director, at (202) 218-7982 or MJeffries@flra.gov, or Aloysius Hogan, Director, Office of Legislative Affairs and Program Planning, at (202) 218-7927 or AHogan@flra.gov.



Ernest DuBester, Chairman
Federal Labor Relations Authority

BACKGROUND AND MISSION

The U.S. Federal Labor Relations Authority (FLRA) is responsible for establishing policies and guidance regarding the labor-management-relations program for 2.1 million non-Postal, Federal employees worldwide, approximately 1.2 million (60 percent) of whom are represented in 2,200 bargaining units. FLRA was created by Title VII of the Civil Service Reform Act of 1978, also known as the Federal Service Labor-Management Relations Statute (the Statute). The Agency's genesis dates from the issuance of Executive Order 10988 by President Kennedy in 1962, which established the first government-wide, labor-management-relations program within the Federal Government. In 1970, President Nixon established the Federal Labor Relations Council, by Executive Order 11491, to administer the Federal labor-management-relations program and to make final decisions on policy questions and major disputes arising under Executive Order 10988. Executive Order 11491, as amended, was the basis for President Carter's proposal to Congress to create FLRA as an independent agency.

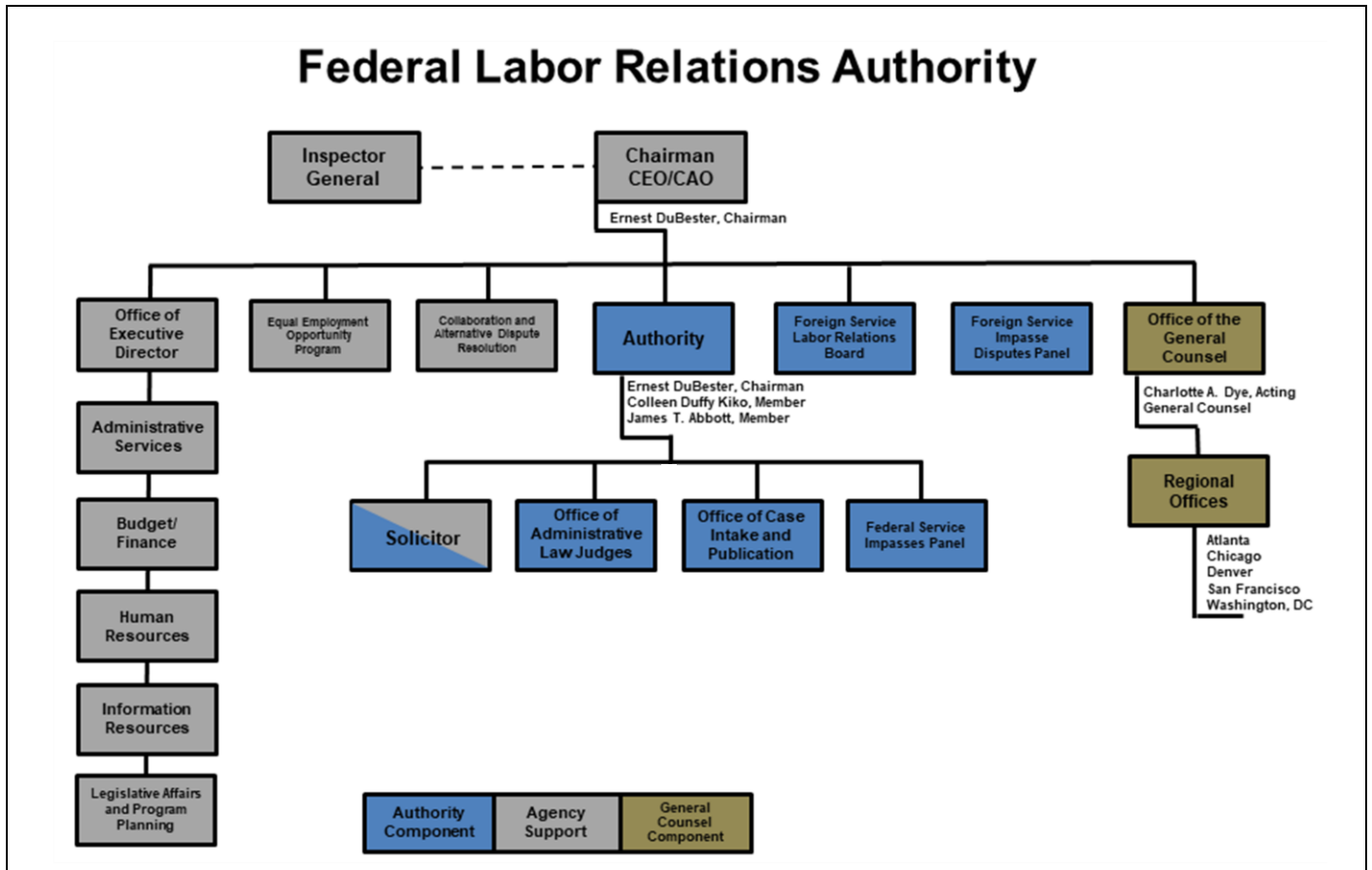
The Statute protects the rights of Federal employees to form, join, or assist a labor organization, or to refrain from such activity, freely and without fear of penalty or reprisal. These rights include acting for a labor organization as a representative and, in that capacity, presenting the views of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

FLRA's mission is to promote stable, constructive labor-management relations in the Federal government by resolving and assisting in the prevention of labor-management disputes in a manner that gives full effect to the collective-bargaining rights of employees, unions, and agencies. Although FLRA is a small agency, accomplishing its mission, including timely and quality resolution of labor-management disputes, is essential for program performance government-wide. If a labor-management dispute remains unresolved for too long, then mission accomplishment at the affected agencies likely will suffer. In many ways, FLRA provides the grease for the wheels of government. As such, its vitality is important beyond its size.

ORGANIZATIONAL STRUCTURE

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

Organizational Chart



The Authority

The Authority, FLRA's adjudicatory body, is composed of three full-time Members appointed by the President with the advice and consent of the Senate. The Members are appointed for fixed, five-year, staggered terms, and one Member is designated by the President to serve as Chairman. The Chairman acts as the Agency's chief executive and administrative officer. The Authority is empowered to: resolve disputes over the negotiability of proposals made in collective bargaining; decide whether conduct alleged in a complaint constitutes an unfair labor practice (ULP); resolve exceptions to grievance-arbitration awards; and review decisions of Regional Directors in representation disputes over union elections and unit determinations. The Authority Members appoint Administrative Law Judges (ALJs) to hear and prepare recommended decisions in cases involving ULP complaints. Decisions of the ALJs may be appealed to the Authority.

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

Office of the General Counsel (OGC)

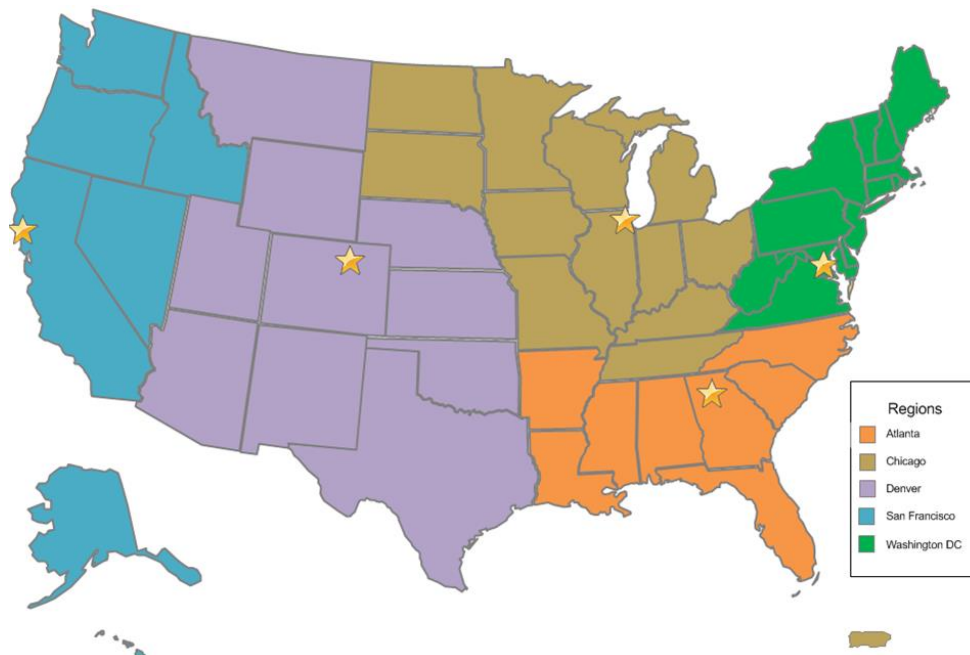
The General Counsel, who is appointed by the President with the advice and consent of the Senate, has separate and independent responsibilities from the Authority. Under the Statute, the General Counsel has sole responsibility – independent of the Authority – over the investigation and prosecution of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

There has not been a Presidentially-nominated and Senate-confirmed General Counsel since January 20, 2017, although under the Vacancies Act, there was an Acting General Counsel through November 16, 2017. On March 24, 2021, an Acting General Counsel was again named.

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.

The Regional Offices, on behalf of the General Counsel, investigate and resolve alleged ULP charges, file and prosecute ULP complaints, effectuate compliance with settlement agreements and Authority Orders, and provide training and alternative dispute resolution services. In addition, through delegation from the Authority, the Regional Offices investigate and resolve representation cases and conduct secret-ballot elections. Nearly 50 percent of FLRA’s staff is employed in the Regional Offices, where all ULP charges and representation petitions are filed.

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



Federal Service Impasses Panel (FSIP)

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

AGENCY TRENDS & CHALLENGES

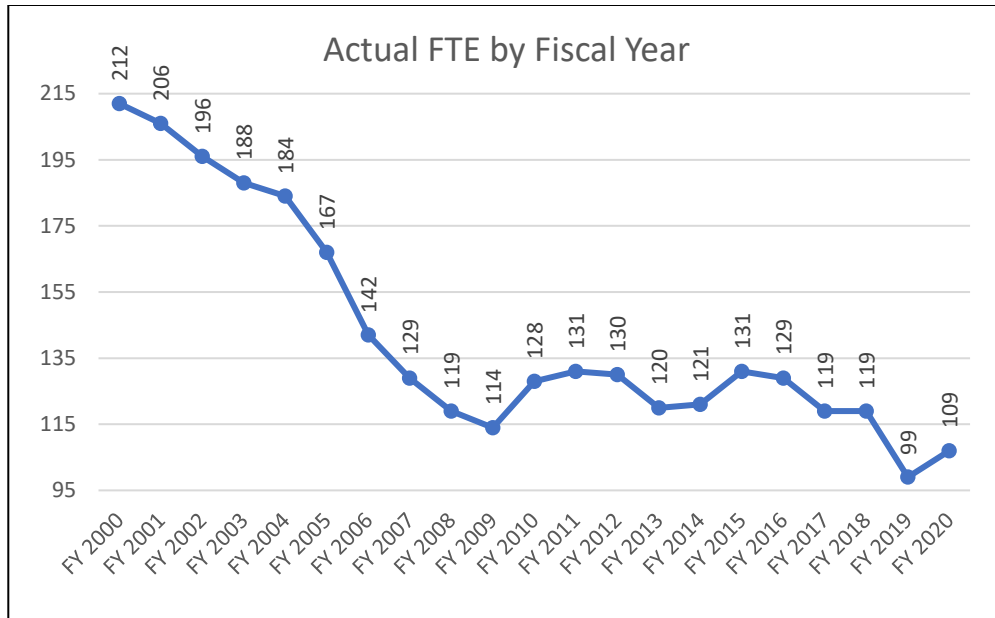
Introduction

FLRA is in a serious rebuilding and restoration mode. As discussed in greater detail below, many trends in the past several years have resulted in a number of existing challenges for FLRA, and other projected trends will present additional challenges. To address all of these challenges – and to support President Biden’s goal of “building back better,” help ensure the statutory right to engage in collective bargaining, and provide a more constructive approach to labor-management relations in the Federal sector – additional staffing and funding is vital.

Specifically, to effectively serve FLRA customers – Federal agencies, employees, and employees’ chosen, exclusive representatives – the 2022 budget for FLRA in the amount of \$29,247,000 or \$2.647 million (+10 percent) over 2021 Enacted would finance twelve new full-time equivalents (FTEs). The twelve additional FTEs include ten for the Office of General Counsel (OGC), one for the Collaboration and Alternative Dispute Resolution Office (CADRO), and one for the Office of Administrative Law Judges (OALJ). This request will help to replenish staffing levels needed to address case backlogs throughout all FLRA components, to maintain day-to-day operations, to restore CADRO, and to address other existing and projected challenges facing FLRA, as discussed further below.

Budget Cuts and Precipitous Reductions in FTEs

Over the past several years, FLRA has experienced budget cuts, including 25 percent reductions in the Agency-wide travel and professional-development budgets in each fiscal year from 2017 to 2020. Additionally, FLRA has had precipitous reductions in FTEs. In this regard, FLRA now has about half of the employees it did twenty years ago – down from 212 in 2000 to 109 in 2020. And, in recent years, nearly 40 percent of FLRA staff have departed, with the number of employees dropping from 131 FTEs (the appropriate level of staffing) in 2015 to 109 FTEs in 2020. When these staff – including some of the most experienced staff – departed, few positions were backfilled. These reductions also included the elimination of the CADRO and the contracting out of vital dispute-resolution services.



The reductions in FTEs have been felt particularly acutely in the OGC. In 2017, the OGC had 42 attorneys. In 2021, they have only 26. This was due, in large part, to the closure of two Regional Offices within the OGC, with the associated loss and displacement of staff.

The OGC Regional Offices play a critical role in facilitating orderly, efficient, and effective change within the Federal Government. Inadequate staffing interferes with the OGC’s ability to promptly investigate and resolve unfair labor practice charges and representation petitions. Given the high rate of unionization in the Federal Government, work place change frequently requires collective bargaining or a representation proceeding. Indeed, the vast majority of Unfair Labor Practice (ULP) and Representation (REP) cases are filed in connection with a management-initiated change in conditions of employment.

The pace at which the OGC resolves these ULP and REP cases directly affects the pace of government change. In this regard, the Statute generally obligates management to maintain the *status quo* during negotiations and during the pendency of a representation proceeding. Moreover, the core purpose of the Statute is to promote collective bargaining as a means of fostering improved employee performance, quality of work life, and government operations. Hence, the quality and timeliness of OGC case dispositions and the extent to which OGC agents are able to take full advantage of dispute resolution opportunities also directly affects the quality, effectiveness, and efficiency of government change.

Due to a 60 percent loss of staff since 2017, OGC Regional staff are required to handle substantially more than the optimal 80 cases per year and their ability to contribute to the accomplishment of this key statutory objective is grievously undermined. Having experienced several years of below-optimal staffing levels, OGC senior managers and staff made dramatic changes in case-handling and outreach practices in an attempt to meet established performance goals. While some of these changes increased efficiency without unduly compromising the OGC’s statutory mission, many are more appropriately considered stop-gap measures that limited the expenditure of resources, but did not contribute to or facilitate the timely resolution of disputes.

Most significantly, because of the loss of funds, over time, Regional Offices have virtually eliminated on-site investigations of ULP charges and in-person pre-trial preparation. This “call center” approach to investigations and trial preparation has not only undermined the effectiveness of these activities, it has significantly reduced Agency visibility in the Federal workplace and greatly limited opportunities for early resolution of disputes and on-site education and facilitation, which are effective ways of preventing future disputes requiring third-party intervention.

Depletion of Litigation Experience within the OGC

Due to not having a GC or Acting GC since November 2017, an extraordinary amount of time, the OGC attorneys have not litigated cases in the last three+ years. As described above, because of the loss of staff, the OGC currently has 26 attorneys, 67 percent of whom have little to no trial experience. These inexperienced litigators have not had an opportunity to learn the OGC trial process – not even observing a trial. Only 33 percent of OGC attorneys are experienced litigators who can handle ULP trials independently, but even these experienced litigators have not had the opportunity to practice their litigation skills in years.

Region	# Attys	Level of Experience ¹			
		Zero	Minimal	Limited	Full
AT	6	0	0	3	3
CH	5	1	0	2	2
DE	5	1	2	0	2
SF	5	1	0	2	2
WA	5	2	3	0	0

Of the nine attorneys with enough experience to litigate on their own, they, along with the supervisory Regional Attorneys, will be responsible for leading the less experienced attorneys through their litigation learning process, diminishing the experienced attorneys’ capacity to try new cases, investigate their normal caseload, and conduct training for OGC parties.

Increasing Workloads

At the end of 2020, the OGC projected 2429 ULP cases to be filed in 2021—a 16 percent increase over 2020.

In December 2020, 116 ULP cases were filed. Since then, case filings have risen every month. In April 2021, 300 ULP cases were filed – a 150 percent rise in ULP filings over four months. In addition to the rise in cases filed, the OGC expects to conduct 75 training sessions for labor and agencies, in 2021—almost four times 2020 levels. Significantly, when the Acting GC was designated on March 24, 2021, nearly 500 ULP complaint recommendations were pending. As discussed below, each of these will need to be settled or litigated by the depleted number of OGC attorneys.

The Authority experienced a 28 percent increase in case filings from 2018-2020, with 229 new cases being filed in 2020. This included a large uptick in the number of newly filed negotiability cases –

¹ Zero experience means the employee has not participated in or even observed a ULP trial. Minimal experience means the employee assisted a more experienced attorney during a ULP trial. Limited experience means the employee has tried one or more trials, as a first chair, with the assistance of a more experienced attorney. Full experience means the employee has tried three or more ULP trials, without assistance of an experienced attorney.

which can present some of the most complex, time-consuming issues that come before the Authority. Specifically, in 2020, the Authority received 80 negotiability cases, which was more than the number filed in the previous two years combined (43 in 2018 and 30 in 2019).

Although the Authority's case-closure rate has increased (from 8 merit decisions a month in 2019 to 11 merit decisions a month in 2020), it has not kept pace with the increase in case filings. Additionally, the Authority previously decided to prioritize the unprecedented number of requests for policy statements and guidance that it had received since 2019. The elimination of CADRO reduced the number of case settlements, especially in negotiability cases. All of these factors, taken together, have contributed to a significant backlog of cases pending before the Authority. As of the end of April, the Authority's backlog had reached 184 pending cases, including 49 negotiability cases. These numbers are much higher than normal.

While the case-closure rate increased somewhat, the significant backlog has impeded the Authority's ability to issue decisions in a timely manner. That is especially true with respect to negotiability cases, which the Statute (at 5 U.S.C. § 7117(c)(6)) requires the Authority to resolve expeditiously. And the loss of experienced staff over the past several years has resulted in a less experienced staff, which is not as prepared to handle large and complex caseloads, posing further challenges to eliminating the backlog.

FSIP also experienced an increase in caseload. While not experiencing a large increase in cases, as have the OGC and the Authority, the average number of issues in each Panel case has tripled from 4.7 to 13.7 in two years. Parties have become much more entrenched in their positions and less willing to resolve the impasse short of a decision. Increasingly the Panel must issue lengthy, complex, final decisions ordering adoption of contract language. As a result, the overall historic average age for processing an FSIP case increased 21 percent in 2020.

Most recently, President Biden's Executive Order 14003, "Protecting the Federal Workforce" (1/22/21) and OPM Guidance, "Guidance for Implementation of Executive Order 14003 - Protecting the Federal Workforce" (3/5/21) direct agencies to revise any collective-bargaining agreements implementing Executive Order 13836. As a result, FLRA expects to see a surge in its workload throughout all components, because resolving these Federal-sector collective-bargaining disputes is precisely FLRA's mission. This new surge in work, on top of the already projected increasing caseloads, will necessitate an increase in FTEs.

Curtailed Training and Much-Needed Updates to Guidance Materials

Less experienced staff has made it necessary for the Authority to curtail much of its training, which comes at a time when parties need significant guidance. Further, the Authority's focus on attempting to reduce its case backlog has prevented it from devoting staff time to developing and updating training materials and guidance documents. For example, the Guide to Arbitration – which summarizes the Authority's precedent and practices in the type of case that makes up the majority of the Authority's caseload – has not been updated since 2016. And the Guide to Negotiability has not been updated since it was initially created in 2013. This dearth of Authority training and updated educational materials has meant that there are fewer useful educational tools available to the parties.

GC Issuance of Complaints

With the designation of an Acting GC on March 24, 2021, the OGC faces the prospect of reducing the largest backlog of complaints in OGC history, while continuing to investigate newly filed ULP charges, including the issuance of complaints in these newly filed charges.

Historically, the OGC settles or litigates, on average, about six complaints per attorney per year (about 250 in total, with 42 attorneys). In order to address the nearly 500-complaint backlog, the OGC hopes to increase the number of complaints settled or litigated per attorney to eight per year. With only 26 FTE attorneys at present, the OGC expects to settle or litigate about 104 complaints in the final five months of 2021. During the same time period, however, its Regional Directors will also authorize about 122 *new* complaints. As a result, even with the hoped for increase in the number of settled or litigated complaints per attorney, the backlog of complaint cases is estimated to actually *increase* to more than 500 cases by the end of 2021. Without additional staffing, the backlog will continue to grow, on average, by approximately 36 cases every year. To put a dent in the current backlog, and to handle newly issued complaints, the OGC must hire at least ten additional attorneys for 2022. With these additional attorneys, the OGC expects to resolve 288 complaints per year. This will reduce the backlog by approximately 44 cases per year.

The OGC cannot simply dedicate more of the current 26 attorneys' time to litigation to avoid growing the backlog of complaints. As addressed above, only nine of those attorneys are experienced litigators, and all 26 attorneys will also be investigating *newly* filed ULP charges and REP petitions. If the OGC were to try to eliminate the backlog of complaints in two years, each attorney would have to increase the amount of time devoted to litigation from approximately 5 percent to 40 percent of their time spent working. A decision to prioritize the backlog of complaint cases will result in a backlog of *investigations* of newly filed ULP and REP cases. And doing so will significantly increase the number of *untimely* ULP and REP investigations.

To have any chance of getting to a place where there are neither complaint nor investigation backlogs, the OGC must have ten additional attorneys, to rebuild to 36 attorneys.

OGC Complaints Will Mean More ULP Cases before the OALJ and Authority

Cases prosecuted by the OGC will result in a greater caseload for the OALJ, which currently has three Administrative Law Judges (ALJs). And, because ALJs' recommended decisions can be appealed to the Authority, the Authority undoubtedly will see an increase in its unfair labor practice (ULP) caseload, as well. As discussed further below, FLRA is requesting one additional ALJ to help alleviate the burden in the OALJ, and an additional attorney in CADRO, in order to, among other things, alleviate the anticipated caseload burden on the Authority and ALJs.

FLRA ALJs conduct hearings and issue recommended decisions on cases involving alleged ULPs. ALJs also render recommended decisions involving applications for attorney fees filed under the Back Pay Act and the Equal Access to Justice Act. The OALJ – through its Settlement Judge Program administered by the CADRO practitioners – also provides alternative dispute-resolution (ADR) services in ULP complaint cases. Prior years' ADR success rates provide evidence that the delivery of ADR services in ULP case processing results in more effective and cost-efficient program performance for FLRA, as well as the timely resolution of disputes for its customers.

The OGC's litigation of an unprecedented backlog of ULP complaints will significantly encumber the OALJ, requiring an additional (fourth) ALJ in order to address the anticipated four-year backlog while not losing ground to the newly filed ULP charges, prospectively.

Projected Upcoming Changes and Projects

FLRA Strategic Plan needs to be updated for the next 5-year period. The strategic plan, especially for a small agency like FLRA, will require a significant commitment of staff time and energy.

Additionally, at some time in the near future, there will be a new Member or Members of the Authority. Any new Members would need to familiarize themselves with, and vote on, the Authority's pending cases, which will require additional staff work and slow case processing – thereby furthering the Authority's backlog.

Collaboration and Alternative Dispute Resolution Office (CADRO)

The Authority's Collaboration and ADR Office, or "CADRO," will play a crucial role in 2022 and beyond in accomplishing FLRA's performance goal to resolve cases and reduce litigation and its attendant costs.

CADRO offers FLRA parties voluntary, confidential mediation to achieve timely resolution of negotiability disputes and arbitration exceptions pending before the Authority, as well as settlement conferences in pre- and post-complaint ULP cases. In addition, CADRO training, facilitation, and workplace-relationship repair help agencies and unions learn to more effectively manage conflict, prevent conflict from erupting into destructive disputes, and maintain cooperative and productive labor-management relations throughout the Federal government.

CADRO dispute-resolution services serve the dual purpose of preventing unnecessary and costly litigation before FLRA and making case processing more effective and efficient. CADRO "prevention" services teach parties techniques for effectively resolving labor-management issues on their own, without the need for third-party intervention. These types of services help the parties develop constructive workplace relationships that promote more effective and efficient mission performance, as well as quality of work life – real evidence that the program works. All of this work was accomplished by only three FTEs.

The prior Administration started disbanding CADRO during 2017, shortly before it closed two OGC Regional Offices. In 2021, FLRA's new Chairman assigned two FTEs out of existing funds to partially restore CADRO. Restoring the third FTE to CADRO is essential to help resolve hundreds of backlogged ULP complaints pending before FLRA ALJs and many complex negotiability cases pending before the Authority Members. Once the case-processing path begins to clear, which might take several years, the restored third FTE will be critical to continue helping parties resolve important cases, deliver facilitation and necessary training, and foster essential workplace-relationship repair, all of which are key to FLRA accomplishing its mission to promote stable, constructive labor relations.

The value of the CADRO services goes far beyond the staff hours and the taxpayer dollars that it saves by settling disputes. The stakeholders in these cases resolve difficult, pragmatic issues that give rise to the legal disputes before FLRA.

As a direct result of restoring the third FTE, disputes in cases pending before FLRA will be significantly reduced, narrowed, and resolved; members of the labor-management community will become better equipped to resolve their own disputes without third-party intervention and resources; and fewer cases will require processing through FLRA's adjudication processes, thereby preserving FLRA's limited case-processing resources and associated resources of the agencies and unions that FLRA serves. The high impact of restoring the third FTE to CADRO makes it a critical priority to fund this request.

Outyear Planning

This budget does not yet request restoration of a presence in the northeastern United States or in Texas, where the third highest number of Federal employees are located (after the DC area and California). That concern will be addressed in a future request, in accordance with a phased approach to rebuilding. Increased staffing in the currently existing offices is the linchpin for success over the next year.

Information Technology Investment

FLRA is under a mandate to transition to 100 percent electronic case files by December 31, 2022. FLRA was not appropriated the OMB-approved IT funds requested for 2021. That has caused significant delays.

Implementation of fully electronic case files throughout the Agency would enable FLRA to 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, including:

- a. Reducing the time and expense that FLRA staff spends copying, scanning, mailing, and manually entering data;
- b. Eliminating outdated facsimile service;
- c. Reducing U.S. Postal Service costs by implementing electronic service of case-related documents by FLRA on the parties;
- d. Reducing or eliminating delivery service costs for transferring paper case files between FLRA components;
- e. Implementing a pilot program that would mandate FLRA parties to file all case-related documents electronically; and
- f. 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.

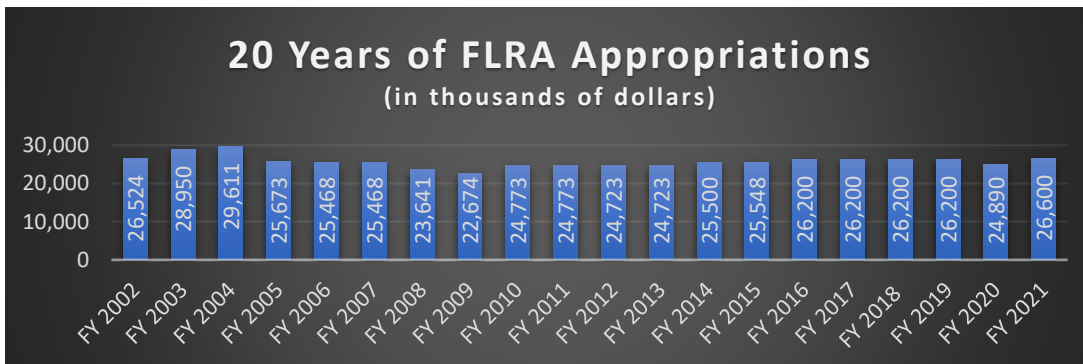
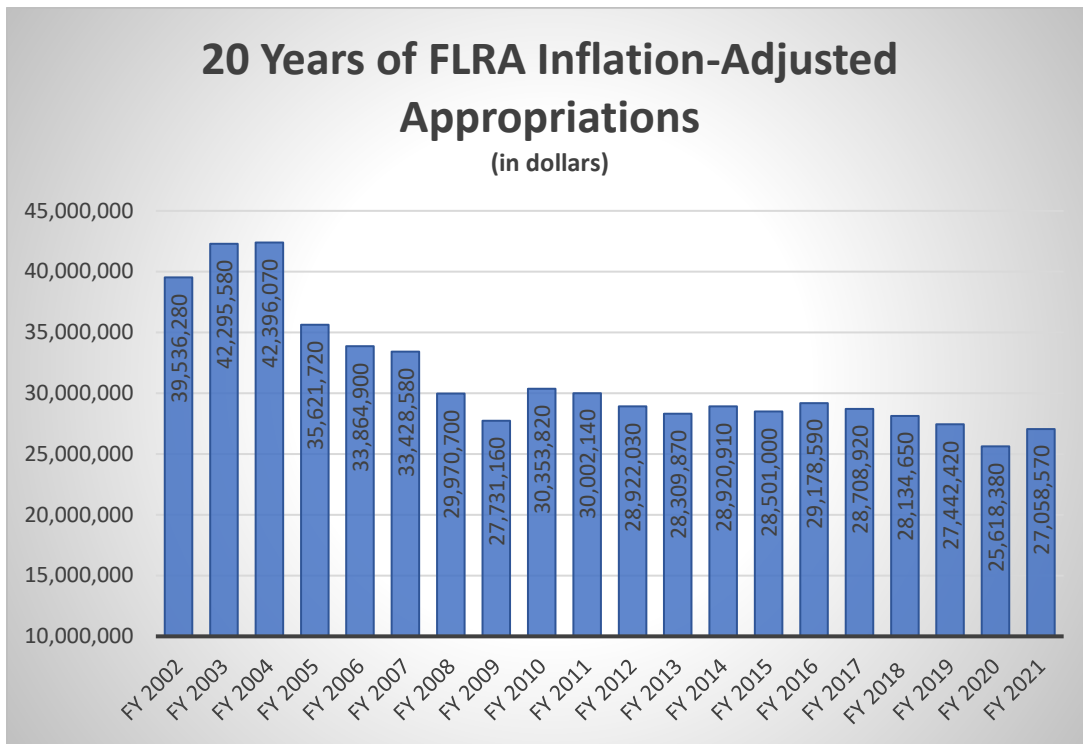
Effects Due to Inflation

Twenty years ago, in 2002, FLRA funding was \$26,524,000.

This year, in 2021, FLRA funding is \$26,600,000, virtually the same funding as twenty years ago.

Inflation has taken its toll on FLRA. According to the Bureau of Labor Statistics' Consumer Price Index Inflation Calculator, 2004's \$26,524,000, that commenced in October of 2003, was worth \$39,536,280 in March of 2021.

To match inflation over the past two decades, FLRA funding would be about \$40,000,000 in 2021. Just to keep up with inflation from 2002 to 2021, FLRA would need around fifty percent more funds.



Major increased costs covered in that inflation include personnel and rent. As a small agency employing primarily highly-educated attorneys, personnel compensation and benefits continue to account for the overwhelming majority of its overall budget – nearly 80 percent in 2020. As costs of FTEs increased over the years, and the budget allocations remained flat or were reduced, the number of FTEs afforded went down as is reflected by the chart below. This trend needs to be stabilized for now at 131 FTEs.

Fiscal Burdens Beyond Inflation

Above and beyond inflation since 2010, FLRA has absorbed additional financial responsibilities within existing budgets, such as cost-of-living increases, pay raises, and additional expenses associated with closing two regions. Cybersecurity is paramount for e-records, and costs are high. These improvements to date have been funded from what funds were available at the end of each fiscal year.

Additional Fiscal Efficiency Measures

FLRA has made notable cuts over the last several years:

- Closed two regional offices to reduce the overall rent, technology, and footprint costs; yet the work was simply redistributed to other Regional offices. Due to this decision, FLRA lost nine out of 16 affected employees. This decision was significant and painful to not only the affected employees, but also the entire Agency morale.
- Reduced the overall Agency-wide travel expenditures by 25 percent in 2017, 2018, 2019, and 2020.
- Further reduced Agency-wide, professional-development budgets by 25 percent in 2017, 2018, 2019 and 2020.
- Negotiated for a less expensive location for the San Francisco Regional office from San Francisco to Oakland. Although the rent will increase, the increase will be less than what it would have been if the office remained in San Francisco.

FLRA does not provide grant funding or have other discretionary programs that could be curtailed.

Professional Development

After decreasing the professional development budget by twenty-five percent for four years, FLRA decided it was critical to invest additional funds annually into the professional development of the staff. This investment was incorporated into and approved in the 2021 budget request and continues in the 2022 budget.

This move was driven in part by Federal Employee Viewpoint Survey (FEVS) responses that reflected a significant Agency challenge after several years of limited spending in this area. This goal was particularly important due to the staff turnover that the Agency has experienced.

Although FLRA tried to increase the professional development, the pandemic stymied the effort. A number of classes were canceled, leaving employees without the professional development for which FLRA had planned well in advance.

What is worse, while the funds were refunded from the training organizations, the refunds went back to general government funds, and were not given back to the FLRA to try to fund professional development in the future.

Thus, FLRA still needs to increase the funding for professional development.

With this restoration of professional-development funding, the Agency will be able to equip the staff with adequate training to protect rights and facilitate stable relationships among Federal agencies, labor organizations, and employees, while advancing an effective and efficient Government through the administration of the Federal Service Labor-Management Relations Statute.

Customer Engagement

Outreach to FLRA parties by developing updated and new tools, training, online webinars, videos, podcasts, or other social-media tools assists the parties in understanding their statutory obligations and promotes a stable Federal labor-relations program. This cannot be done with the current number of employees. FLRA strategic plans for educational resources, such as YouTube videos, have advanced significantly in 2021, but are still sorely neglected and in need of enhancement. The need for such electronic training has grown with the occurrence of the pandemic, during which travel was curtailed. The need for these video and audio modes of training will only increase in 2022.

Agency Workforce Planning

To be an effective partner in achieving the President's vision of Building Back Better, FLRA itself needs a first-in-class workforce. FLRA proposes to build an agile organization to quickly respond and align to changing mission needs, innovations, and technological advancements. Clearly, the IT department's ability to transition to virtual platforms so seamlessly in 2020 (required when FLRA went to maximum telework due to the pandemic) was a tribute to the well-positioned spending of end-of-year funds. In other words, it was an absorbed cost. Underfunding the Agency, especially on the heels of significant and painful downsizing that has already taken place, will undermine FLRA's ability to recruit, reward, professionally develop, and retain top performers.

Current Services Estimate

The 2022 budget for FLRA in the amount of \$29,247,000, or \$2.647 million (+10 percent) over 2021 Enacted, is necessary to meet statutory and regulatory responsibilities.

(In thousands of dollars)

Program Activity	FY 2020 Actual	FY 2021 Estimate	FY 2022 Request	Change from FY 2021
Authority	\$ 15,388	\$ 15,158	\$ 15,617	\$ 459
Office of the General Counsel	\$ 8,563	\$ 10,421	\$ 12,493	\$ 2,072
Federal Service Impasses Panel	\$ 924	\$ 1,021	\$ 1,137	\$ 116
Direct Obligations	\$ 24,875	\$ 26,600	\$ 29,247	\$ 2,647
FTEs	109	119	131	12

BUDGET JUSTIFICATION

Appropriations Language

FEDERAL LABOR RELATIONS AUTHORITY SALARIES AND EXPENSES

For necessary expenses to carry out functions of the Federal Labor Relations Authority, pursuant to Reorganization Plan Numbered 2 of 1978, and the Civil Service Reform Act of 1978, including services authorized by 5 U.S.C. 3109, and including hire of experts and consultants, hire of passenger motor vehicles, and including official reception and representation expenses (not to exceed \$1,500) and rental of conference rooms in the District of Columbia and elsewhere, [\$26,600,000] *\$29,247,000*: 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.

2022 Funding Request

The 2022 budget for the U.S. Federal Labor Relations Authority in the amount of \$29,247,000—or \$2.647 million (+10 percent) over 2021 Enacted—is necessary to meet statutory and regulatory responsibilities. The Agency’s 2022 request will fund 131 FTEs.

(In thousands of dollars)

Program Activity	FY 2020 Actual	FY 2021 Estimate	FY 2022 Request	Change from FY 2021
Authority	\$ 15,388	\$ 15,158	\$ 15,617	\$ 459
Office of the General Counsel	\$ 8,563	\$ 10,421	\$ 12,493	\$ 2,072
Federal Service Impasses Panel	\$ 924	\$ 1,021	\$ 1,137	\$ 116
Direct Obligations	\$ 24,875	\$ 26,600	\$ 29,247	\$ 2,647
FTEs	109	119	131	12

Change from 2021

The 2022 budget for the U.S. Federal Labor Relations Authority in the amount of \$29,247,000 is \$2.647 million (+10 percent) over the 2021 Enacted of \$26,600,000.

Personnel Compensation and Benefits

Consistent with OMB Supplemental Instructions, the 2022 request reflects a 1 percent increase in award spending above 2020.

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

A 2.7 percent Federal pay raise for civilian Federal employees in 2022 is included.

Program and Financing Schedule

(In thousands of dollars)

	FY 2020 Actual	FY 2021 Estimate	FY 2022 Request
Budgetary resources:			
Unobligated balance (total)	\$ 612	\$ 612	\$ 612
Appropriation, discretionary (total)	\$ 24,890	\$ 26,600	\$ 29,247
Spending authority from offsetting collections, discretionary (total)	\$ 1	\$ 5	\$ -
Total budgetary resources	\$ 25,503	\$ 27,217	\$ 29,859
Status of budgetary resources:			
New obligations and upward adjustments	\$ 25,108	\$ 26,600	\$ 29,247
Unobligated balance, end of year	\$ -	\$ -	\$ -
Apportioned, unexpired account	\$ 14	\$ 14	\$ 14
Expired unobligated balance, end of year	\$ 381	\$ 381	\$ 381
Unobligated balance, end of year	\$ 395	\$ 395	\$ 395
Total budgetary resources	\$ 25,503	\$ 26,995	\$ 29,642
Outlays, net:			
Outlays, net, (total)	\$ 24,200	\$ 25,910	\$ 29,058
Agency outlay, net	\$ 24,200	\$ 25,910	\$ 29,058

Object Classification Schedule

(In thousands of dollars)

	FY 2020 Actual	FY 2021 Estimate	FY 2022 Request
Direct obligations:			
Personnel compensation:			
Full-time permanent	\$ 13,447	\$ 14,603	\$ 15,894
Other than full-time permanent	\$ 307	\$ 307	\$ 571
Other personnel compensation	\$ 244	\$ 244	\$ 407
Total personnel compensation	\$ 13,998	\$ 15,154	\$ 16,872
Civilian personnel benefits	\$ 4,633	\$ 4,953	\$ 5,408
Travel and transportation of persons	\$ 31	\$ 31	\$ 225
Transportation of things	\$ 5	\$ 5	\$ 5
Rental payments to GSA	\$ 2,607	\$ 2,607	\$ 2,607
Communications, utilities, and misc. charges	\$ 410	\$ 410	\$ 410
Printing and reproduction	\$ -		\$ 14
Other services from non-federal sources	\$ 1,510	\$ 1,710	\$ 1,900
Other goods and services from Federal sources	\$ 1,356	\$ 1,400	\$ 1,400
Operation and maintenance of facilities	\$ -		\$ 4
Operation and maintenance of equipment	\$ 34	\$ 34	\$ 93
Supplies and materials	\$ 108	\$ 108	\$ 121
Equipment	\$ 188	\$ 188	\$ 188
Direct obligations	\$ 24,880	\$ 26,600	\$ 29,247
Reimbursable obligations:			
Travel and transportation of persons	\$ 1	\$ 1	
Reimbursable obligations	\$ 1	\$ 1	
Total new obligations	\$ 24,881	\$ 26,601	\$ 29,247

Employment Summary Schedule

	FY 2020 Actual	FY 2021 Estimate	FY 2022 Request
Direct civilian full-time equivalent employment	109	119	131

Inspector General Resources

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 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 2022 funding request includes \$970,236 for the OIG. As requested in 2021, this level includes funding for 3 FTEs to provide mandated legal services to the IG in accordance with the IG Act. Accordingly, the Agency did not reduce the OIG budget by five percent. The funding level requested by the IG, including \$10,000 for training and \$3,480 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 2022.



INSPECTOR
GENERAL

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

August 20, 2020

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 2022:

- The aggregate budget request for the operations of the OIG is \$970,236;
- The portion of this amount needed for OIG training is \$10,000; and
- The portion of this amount needed to support the CIGIE is \$3,481.

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 2022.

A handwritten signature in blue ink that reads "Dana J. Rooney". The signature is written in a cursive style with a clear, legible font.

Inspector General
Federal Labor Relations Authority

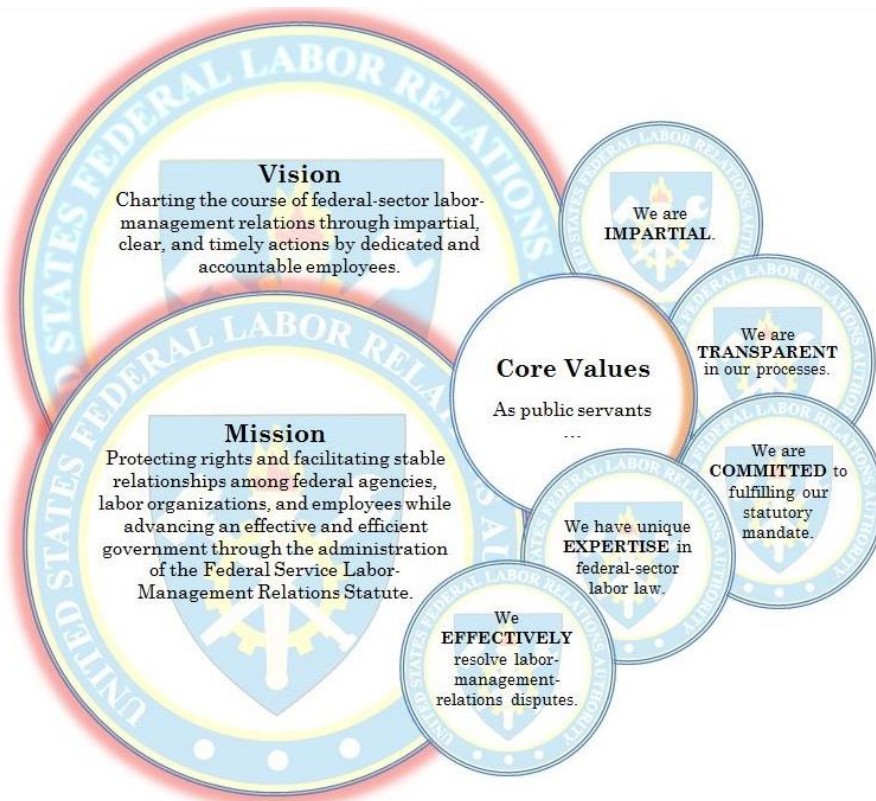
ADDENDUM: ANNUAL PERFORMANCE PLAN

Preface

This annual performance plan is a legacy product of the previous administration. A new annual performance plan that comports with this budget request will be developed in due course, per the strategic and performance planning process outlined in OMB Circular A-11.

Strategic and Performance-Planning Framework

FLRA's 2022 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 proposes to achieve its strategic goals 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

Strategic Goal #1	Strategic Goal #2	Strategic Goal #3
Ensure quality, timely, impartial, and consistent investigative and decision-making processes with determinations that are clearly articulated.	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.	Manage resources effectively and efficiently, and recognize that a 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 www.flra.gov .	a. Ensure that 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 FLRA’s technological capabilities to enable employees to deliver mission results more effectively and efficiently.
	c. Maintain and expand the 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 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:

ENSURE QUALITY, TIMELY, IMPARTIAL, AND CONSISTENT INVESTIGATIVE AND DECISION-MAKING PROCESSES WITH CLEARLY ARTICULATED DETERMINATIONS.

This strategic goal concerns the FLRA's core statutory activities. 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.

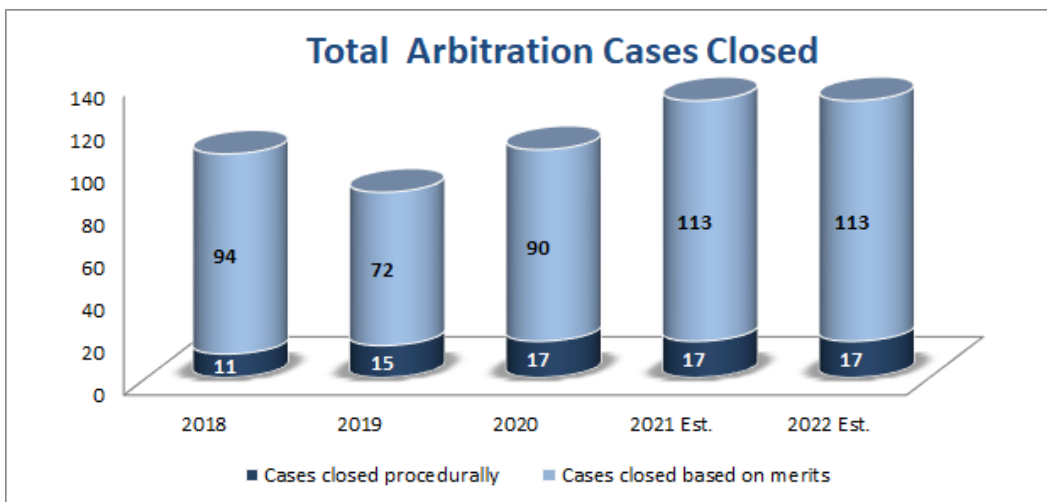
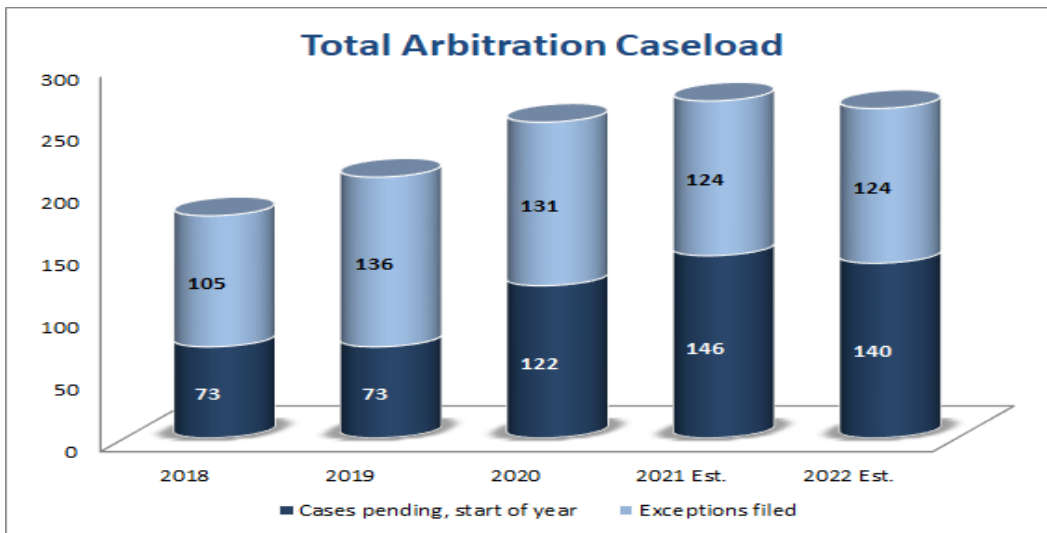
Parties are best served when they have a clear understanding of how long it might take FLRA to process cases. Therefore, effective 2019, FLRA set its standards for timeliness in a way that gives parties a reasonable expectation as to the duration of FLRA's determination process. This requires the use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

Performance Goal 1a-1: Use updated metrics to measure productivity and overall timeliness of matters pending before FLRA.

Performance Goal 1a-2: Regularly measure productivity and overall case-processing timelines in each FLRA component; modify strategies as necessary to address unforeseen or unplanned events.

Performance Goal 1a-3: Track and publicly report progress of matters before FLRA that the Federal labor-management community considers clear, relevant, widely known, and meaningful.

<i>Authority</i> Arbitration Cases	2018	2019	2020	2021 Est.	2022 Est.
Cases pending, start of year	73	73	122	146	140
Exceptions filed (Intake)	105	136	131	124	124
Total caseload	178	209	253	270	264
Cases closed procedurally	11	15	17	17	17
Cases closed based on merits	94	72	90	113	113
Total cases closed (Output)	105	87	107	130	130
Cases pending, end of year	73	122	146	140	134

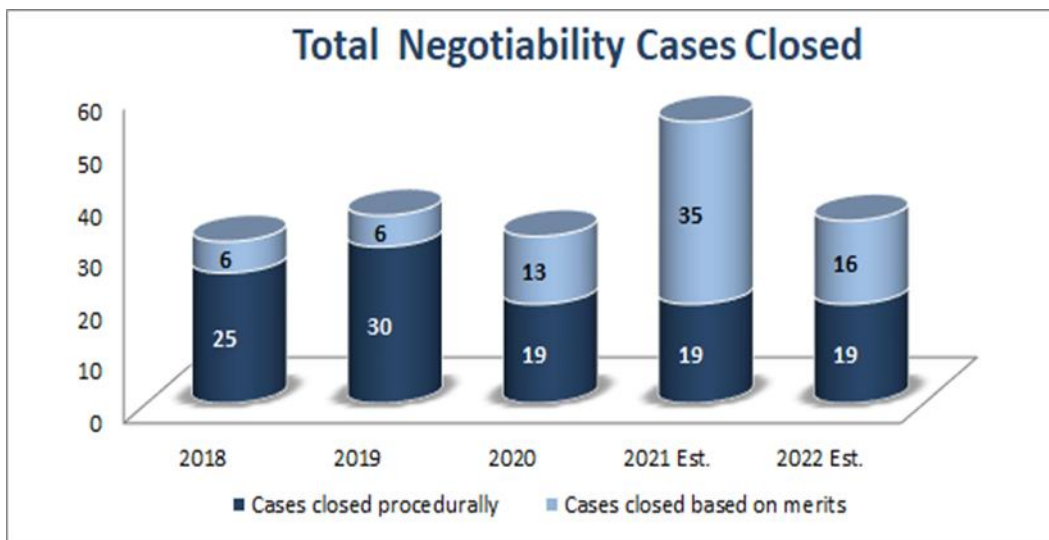


Measure 1a-1: The average age of arbitration exceptions decided by the Authority.*			
Results		Targets	
2019	261	2019	247
2020	317 days Goal: 248 days <i>Not Met</i>	2020	Reduce by 5%
* This measure calculates case age based on the "date filed," to reflect "day in-day out" case-processing times.		2021	Maintain
		2022	Maintain

Measure 1a-2: The percentage of arbitration cases decided within 150 days of assignment to an Authority Member.			
Results			
2018	38% – (36/94 cases)		
Measure 1a-2: The percentage of arbitration cases decided by the Authority within 210 days of the filing of exceptions.*			
Results		Targets	
2019	37% – (32/87 cases)	2019	75%
2020	32% – (34/107 cases) <i>Not Met</i>	2020	75%
* This measure calculates case age based on the "date filed," to reflect "day in-day out" case-processing times.		2021	75%
		2022	75%

Measure 1a-3: The percentage of arbitration cases decided within 365 days of assignment to an Authority Member.			
Results			
2018	98% – (92/94 cases)		
Measure 1a-3: The percentage of arbitration exceptions decided by the Authority within 365 days of the filing of exceptions.*			
Results		Targets	
2019	84% – (73/87 cases)	2019	90%
2020	61% – (65/107 cases) <i>Not Met</i>	2020	90%
* This measure calculates case age based on the date filed," to reflect "day in-day out" case-processing times.		2021	90%
		2022	90%

<i>Authority</i> Negotiability Cases	2018	2019	2020	2021 Est.	2022 Est.
Cases pending, start of year	11	23	17	65	56
Petitions filed (Intake)	<u>43</u>	<u>30</u>	<u>80</u>	<u>45</u>	<u>45</u>
Total caseload	54	53	97	110	101
Cases closed procedurally	25	30	19	19	19
Cases closed based on merits	<u>6</u>	<u>6</u>	<u>13</u>	<u>35</u>	<u>16</u>
Total cases closed (Output)	31	36	32	54	35
Cases pending, end of year	23	17	65	56	66



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

Results		Targets	
2019	169	2019	119
2020 Goal: 161 days	176 days <i>Not Met</i>	2020	Reduce by 5%
* This measure calculates case age based on the "date filed," to reflect "day in-day out" case-processing times.		2021	Maintain
		2022	Maintain

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

Results	
2018	83% – (5/6 cases)

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	
2019	83% – (30/36 cases)	2019	75%
2020	78% – (25/32 cases) <i>Met</i>	2020	75%
* This measure calculates case age based on the "date filed," to reflect "day in-day out" case-processing times.		2021	75%
		2022	75%

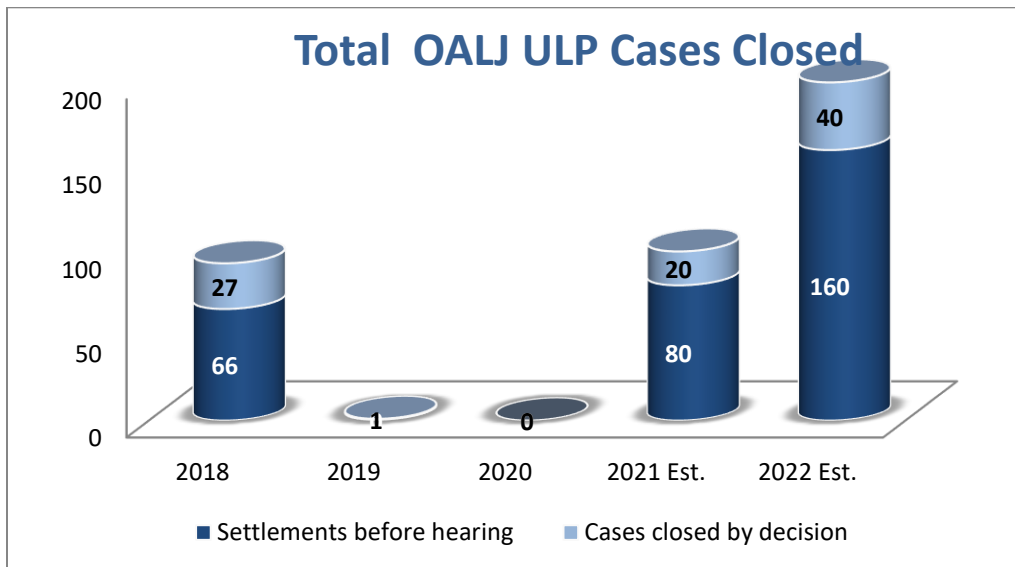
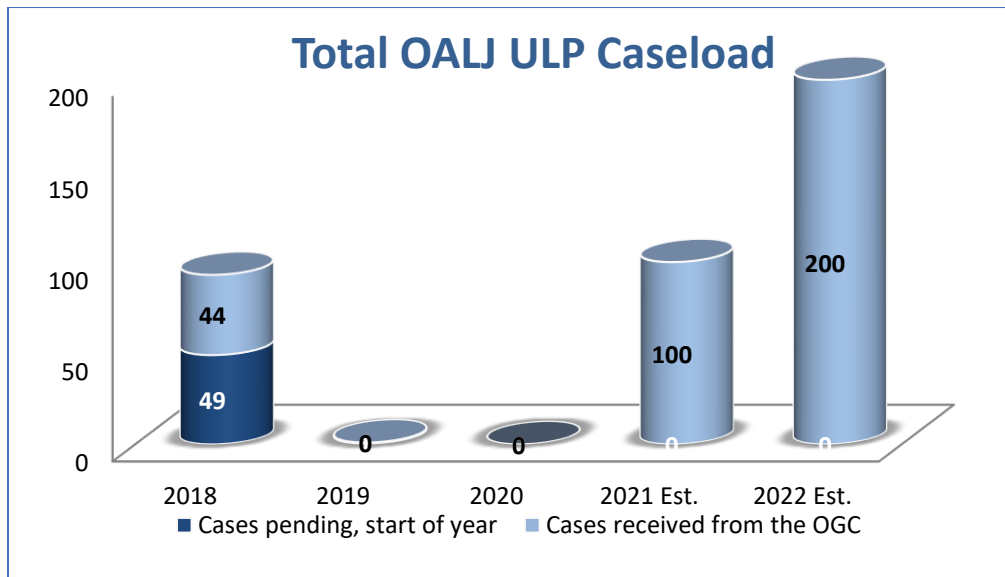
Measure 1a-6: The percentage of negotiability cases decided within 365 days of assignment to an Authority Member.

Results	
2018	100% – (6/6 cases)

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	
2019	92% – (33/36 cases)	2019	75%
2020	84% – (27/32 cases) <i>Met</i>	2020	75%
* This measure calculates case age based on the "date filed," to reflect "day in-day out" case-processing times.		2021	75%
		2022	75%

<i>OALJ</i> ULP Cases	2018	2019	2020	2021 Est.	2022 Est.
Cases pending, start of year	49	1	0	0	0
Complaints received (Intake)	<u>44</u>	<u>0</u>	<u>0</u>	<u>100</u>	<u>200</u>
Total caseload	93	1	0	100	200
Settlements before hearing	66	0	0	80	160
Cases closed by decision	<u>27</u>	<u>1</u>	<u>0</u>	<u>20</u>	<u>40</u>
Total cases closed (Output)	93	1	0	100	200
Cases pending, end of year	0	0	0	0	0

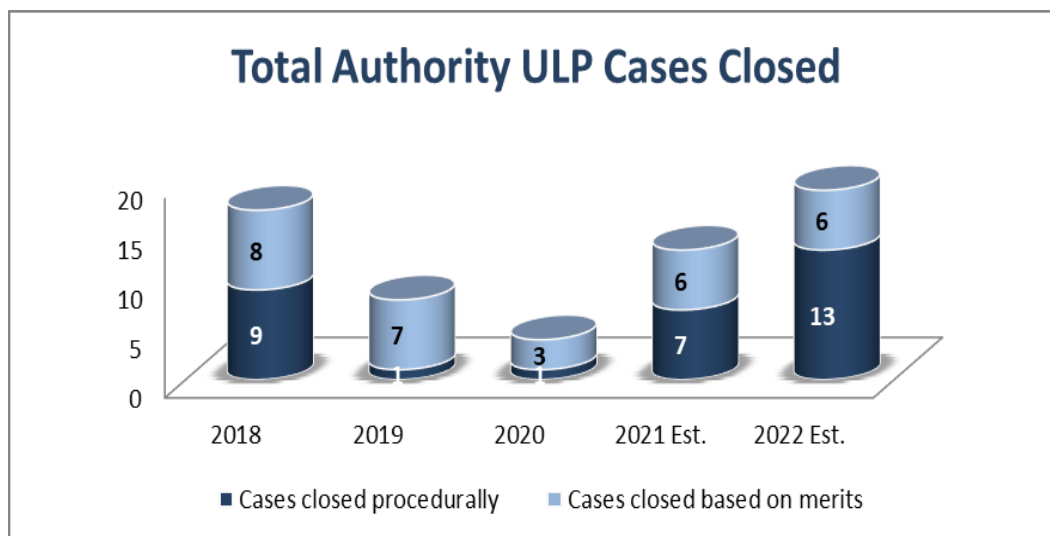
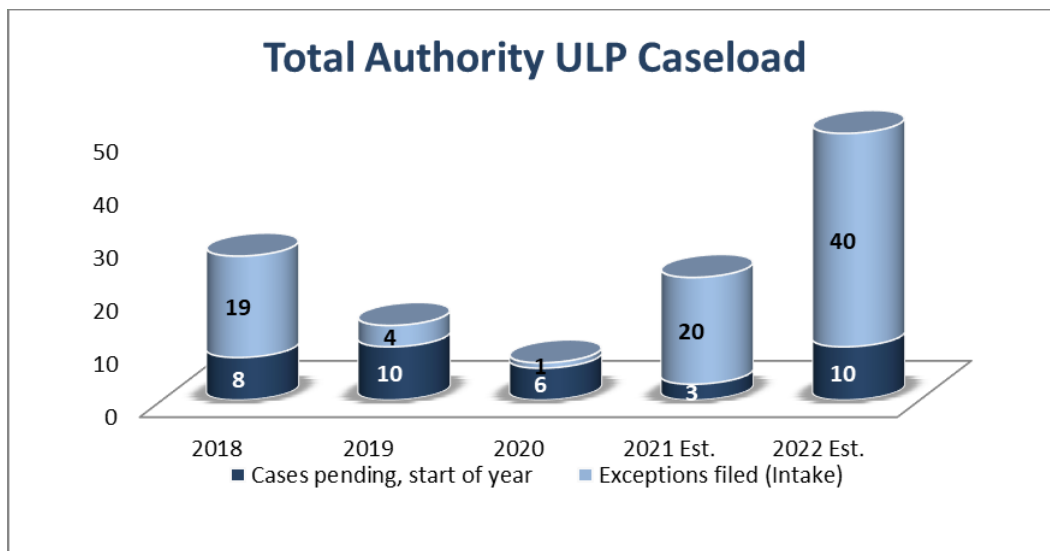


Measure 1a-7: The average age of ULP complaints decided by the OALJ.			
Results		Targets	
2019 Goal: 124 days	90	2019	Reduce by 5%
2020	N/A	2020	Reduce by 5%
*OALJ performance standards remain to resolve 80 percent of ULP complaints with 180 days of filing and 95 percent within 365 days		2021	Maintain
		2022	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.			
Results		Targets	
2018	77% – (72/93 cases)	2018	80%
2019	N/A	2019	80%
2020	N/A	2020	80%
*OALJ performance standards remain to resolve 80 percent of ULP complaints with 180 days of filing and 95 percent within 365 days		2021	80%
		2022	80%

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.			
Results		Targets	
2018	90% – (84/93 cases)	2018	95%
2019	N/A	2019	95%
2020	N/A	2020	95%
*OALJ performance standards remain to resolve 80 percent of ULP complaints with 180 days of filing and 95 percent within 365 days		2021	95%
		2022	95%

Authority ULP Cases	2018	2019	2020	2021 Est.	2022 Est.
Cases pending, start of year	8	10	6	3	10
Cases filed (Intake)	<u>19</u>	<u>4</u>	<u>1</u>	<u>20</u>	<u>40</u>
Total caseload	27	14	7	23	50
Cases closed procedurally	9	1	1	7	13
Cases closed based on merits	<u>8</u>	<u>7</u>	<u>3</u>	<u>6</u>	<u>6</u>
Total cases closed (Output)	17	8	4	13	19
Cases pending, end of year	10	6	3	10	31



Measure 1a-10: The average age of ULP exceptions decided by the Authority.*			
Results		Targets	
2019	238	2019	165
2020 Goal: 226 days	422 days <i>Not Met</i>	2020	Reduce by 5%
* This measure calculates case age based on the "date filed," to reflect "day in-day out" case-processing times.		2021	Maintain
		2022	Maintain

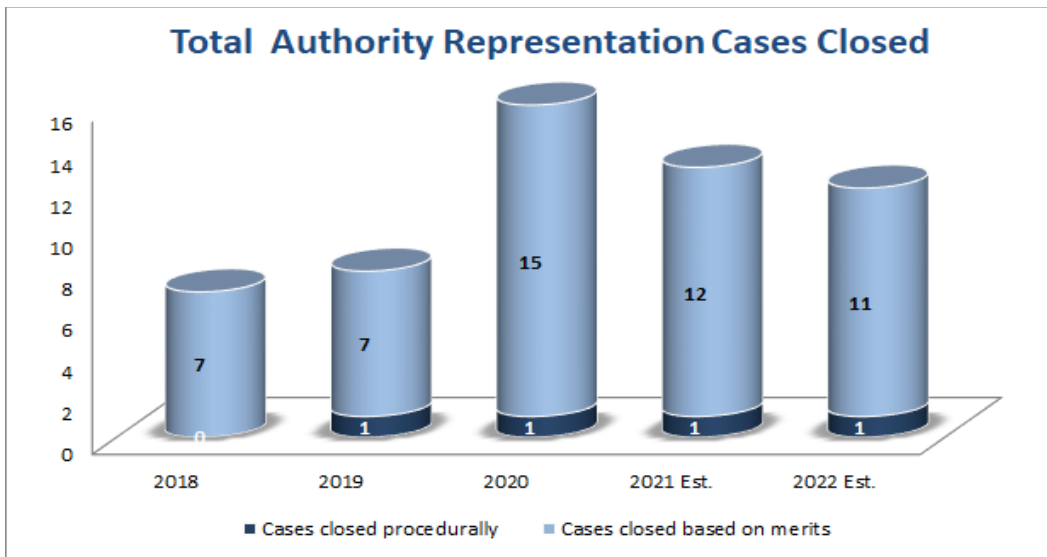
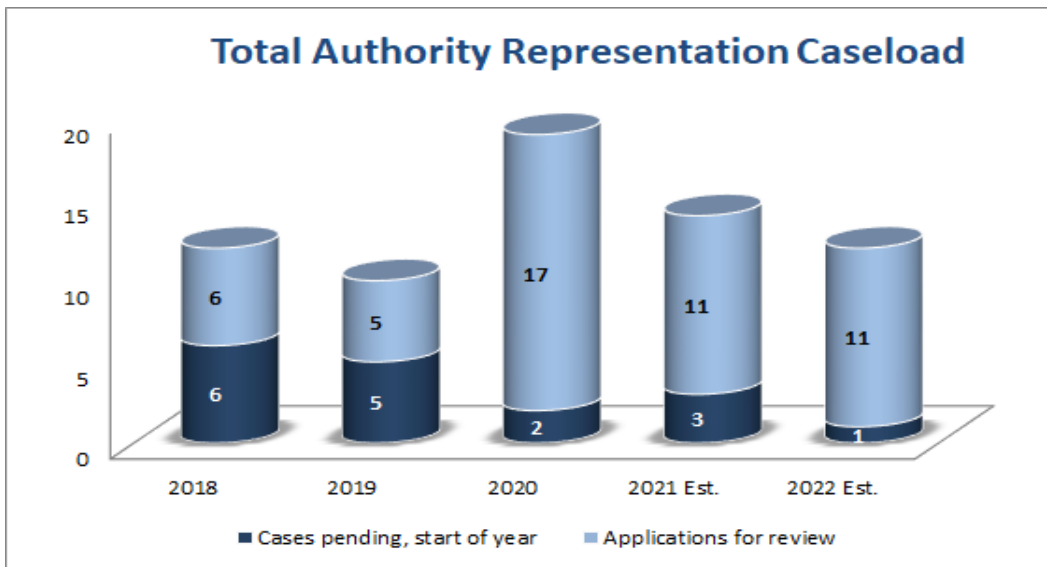
Measure 1a-11: The percentage of ULP cases decided within 150 days of assignment to an Authority Member.	
Results	
2018	50% – (4/8 cases)

Measure 1a-11: The percentage of ULP cases decided by the Authority within 300 days of issuance of an OALJ decision. *			
Results		Targets	
2019	75% – (6/8 cases)	2019	75%
2020	25% – (1/4 cases) <i>Not Met</i>	2020	75%
* This measure calculates case age based on the "date filed," to reflect "day in-day out" case-processing times.		2021	75%
		2022	75%

Measure 1a-12: The percentage of ULP cases decided within 365 days of assignment to an Authority Member.	
Results	
2018	100% – (8/8 cases)

Measure 1a-12: The percentage of ULP cases decided by the Authority within 365 days of issuance of an OALJ decision. *			
Results		Targets	
2019	86% – (6/7 cases)	2019	90%
2020	25% – (1/4 cases) <i>Not Met</i>	2020	90%
* This measure calculates case age based on the "date filed," to reflect "day in-day out" case-processing times.		2021	90%
		2022	90%

<i>Authority Representation Cases</i>	2018	2019	2020	2021 Est.	2022 Est.
Cases pending, start of year	6	5	2	3	1
Applications for review (Intake)	6	5	17	11	11
Total caseload	12	10	19	14	12
Cases closed procedurally	0	1	1	1	1
Cases closed based on merits	7	7	15	12	11
Total cases closed (Output)	7	8	16	13	12
Cases pending, end of year	5	2	3	1	0



Measure 1a-13: The average age of representation cases decided by the Authority.*			
Results		Targets	
2019	194	2019	107
2020 Goal: 184 days	210 days <i>Not Met</i>	2020	Reduce by 5%
* This measure calculates case age based on the “date filed,” to reflect “day in-day out” case-processing times.		2021	Maintain
		2022	Maintain

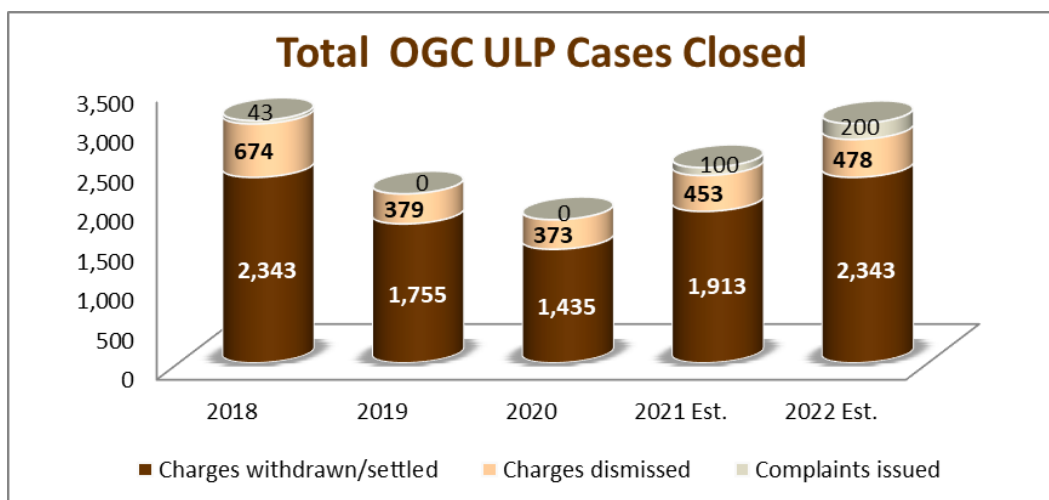
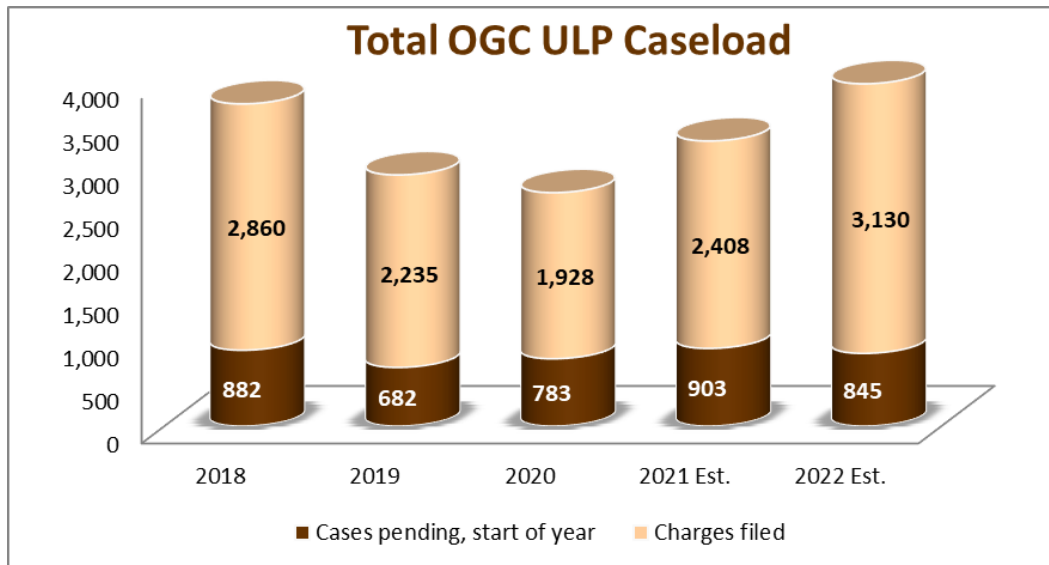
Measure 1a-14: The percentage of representation cases in which the Authority issued a decision whether to grant review within 60 days of the filing of an application for review.			
Results		Targets	
2018	100% – (7/7 cases)	2018	100%
2019	100% – (8/8 cases)	2019	100%
2020	100% – (16/16 cases) <i>Met</i>	2020	100%
		2021	100%
		2022	100%

Measure 1a-15: The percentage of representation cases <i>decided by the Authority</i> within 210 days of the filing of an application for review.*			
Results		Targets	
2019	75% – (6/8 cases)	2019	75%
2020	88% – (14/16 cases) <i>Met</i>	2020	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.		2021	75%
		2022	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	
2018	100% – (7/7 cases)	2019	95%
2019	88% – (7/8 cases)	2020	95%
2020	88% – (14/16 cases) <i>Not Met</i>	2021	95%
* 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.		2022	95%

OGC ULP Cases	2018	2019	2020	2021 Est.	2022 Est.
Cases pending, start of year	882	682	783	903	845
Charges filed (Intake)	<u>2,860</u>	<u>2,235</u>	<u>1,928</u>	<u>2,408</u>	<u>3,130</u>
Total caseload	3,742	2,917	2,711	3,311	3,975
Charges withdrawn/settled	2,343	1,755	1,435	1,913	2,343
Charges dismissed	674	379	373	453	478
Complaints issued*	<u>43</u>	<u>0</u>	<u>0</u>	<u>100</u>	<u>200</u>
Total cases closed (Output)	3,060	2,134	1,808	2,466	3,021
Cases pending, end of year	682	783	903	845	954

*The OGC was unable to issue decisions on ULP complaints in the absence of a General Counsel after November 16, 2017.



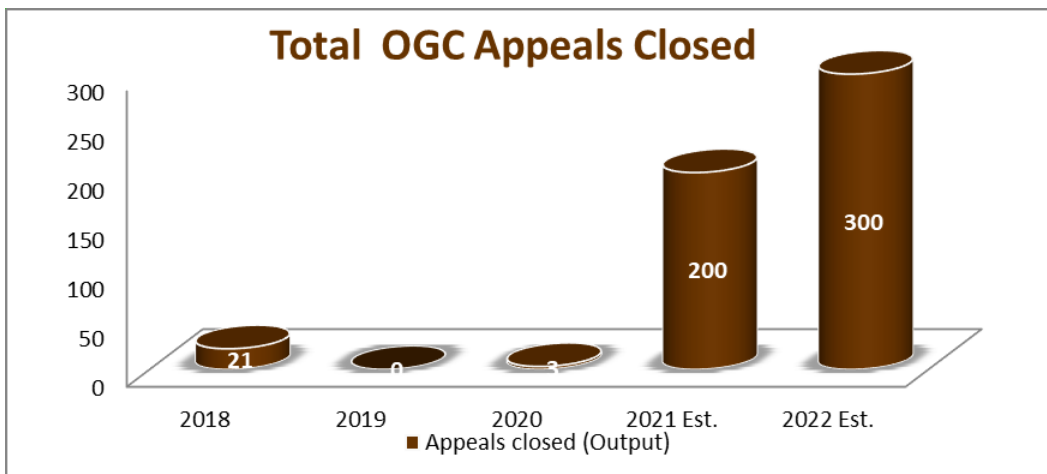
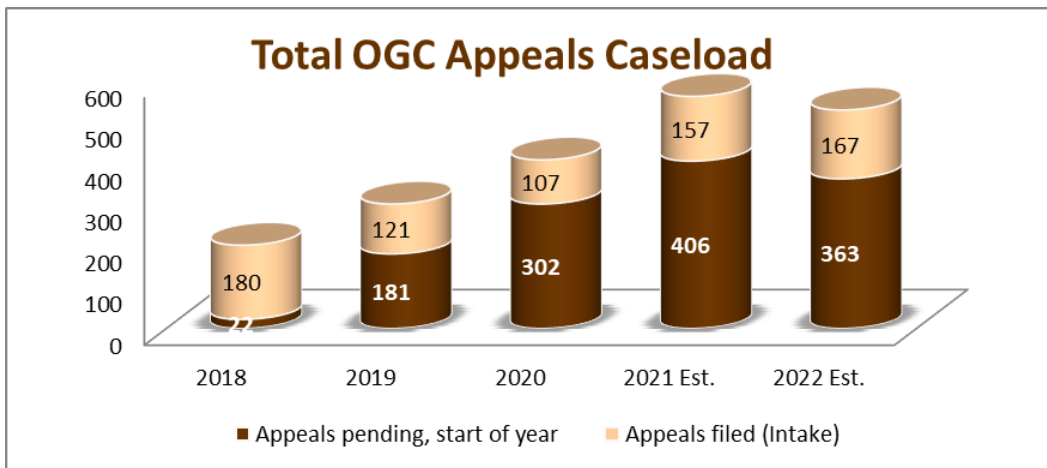
Measure 1a-17: The average age of ULP charges resolved by the OGC.			
Results		Targets	
2019	68	2019	99
2020 Goal: 99 Days	61 days <i>Met</i>	2020	Reduce by 5%
		2021	Maintain
		2022	Maintain

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	
2019	87%	2019	70%
2020	94% – (1692/1808 cases) <i>Met</i>	2020	70%
		2021	70%
		2022	70%

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	
2019	99%	2019	95%
2020	99.9% – (1806/1808 cases) <i>Met</i>	2020	95%
		2021	95%
		2022	95%

OGC ULP Appeals	2018	2019	2020	2021 Est.	2022 Est.
Appeals pending, start of year	22	181	302	406	442
Appeals filed (Intake)	<u>180</u>	<u>121</u>	<u>107</u>	<u>136</u>	<u>136</u>
Total caseload	202	302	409	542	578
Appeals closed* (Output)	<u>21</u>	<u>0</u>	<u>3</u>	<u>100</u>	<u>300</u>
Appeals pending, end of year	181	302	406	442	278

*The OGC was unable to issue decisions on appeals in the absence of a General Counsel, except where a jurisdictional issue is presented, after November 16, 2017.



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

Results		Targets	
2019 Goal: 45 days	N/A	2019	Reduce by 5%
2020 Goal: 45 days	N/A	2020	Reduce by 5%
		2021	Maintain
		2022	Maintain

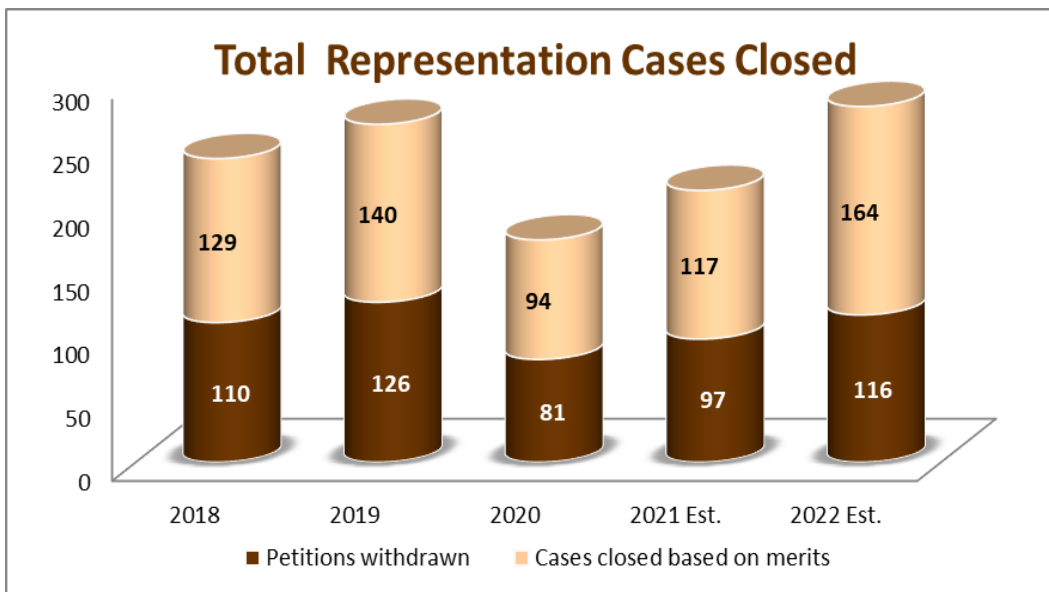
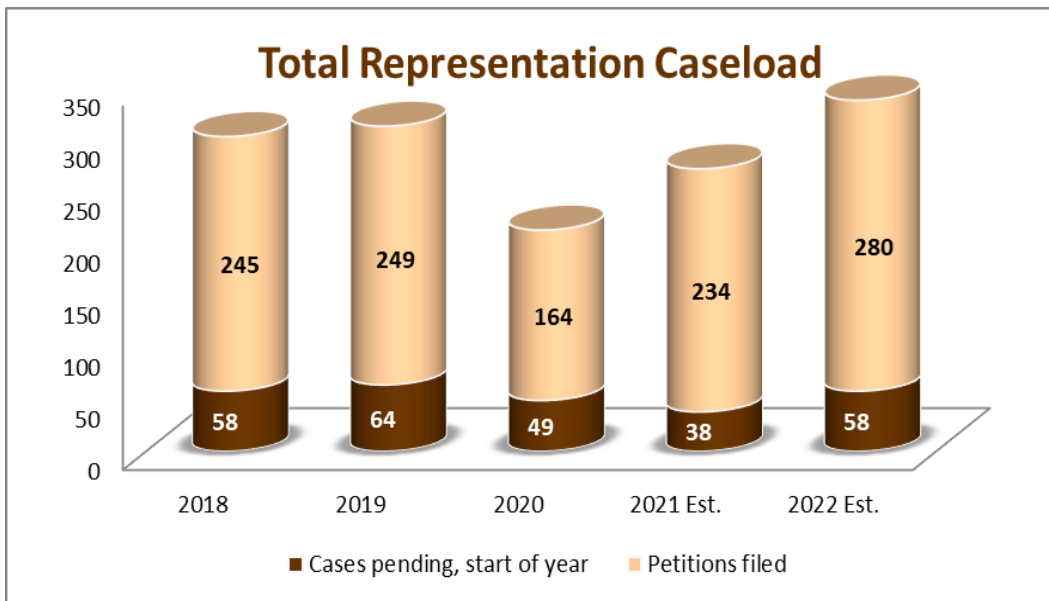
Measure 1a-21: The percentage of decisions on an appeal of a Regional Director's dismissal of a ULP charge issued by the General Counsel within 60 days of the date filed.

Results		Targets	
2018	100% (21/21 cases)	2018	95%
2019	NA	2019	95%
2020	100% (3/3 cases) <i>Met</i>	2020	95%
		2021	95%
		2022	95%

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	
2018	100% (21/21 cases)	2018	100%
2019	NA	2019	100%
2020	100% (3/3 cases)	2020	100%
		2021	100%
		2022	100%

OGC Representation Cases	2018	2019	2020	2021 Est.	2022 Est.
Cases pending, start of year	58	64	49	38	58
Petitions filed (Intake)	<u>245</u>	<u>249</u>	<u>164</u>	<u>234</u>	<u>280</u>
Total caseload	303	313	213	272	338
Petitions withdrawn	110	126	81	97	116
Cases closed based on merits	<u>129</u>	<u>140</u>	<u>94</u>	<u>117</u>	<u>164</u>
Total cases closed (Output)	239	266	175	214	280
Cases pending, end of year	64	47	38	58	58

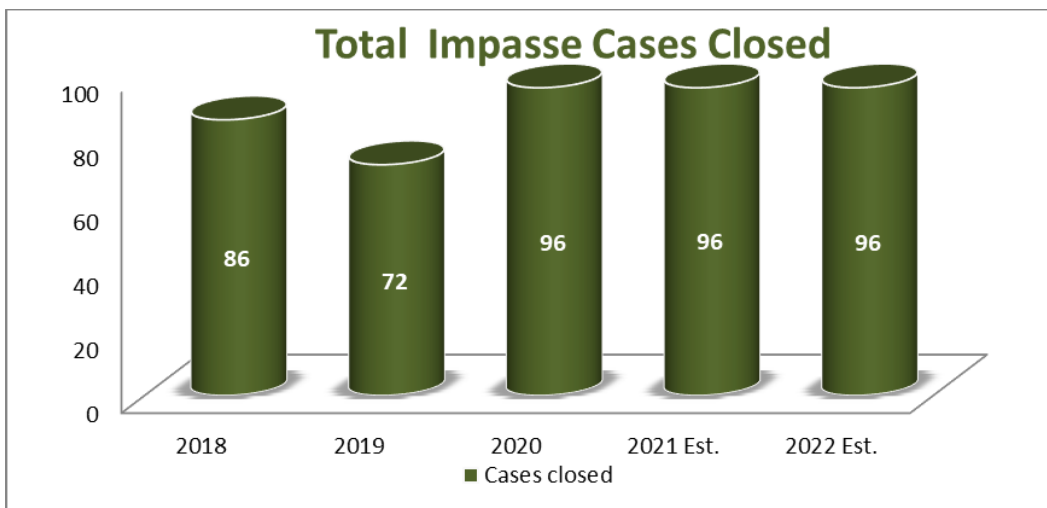
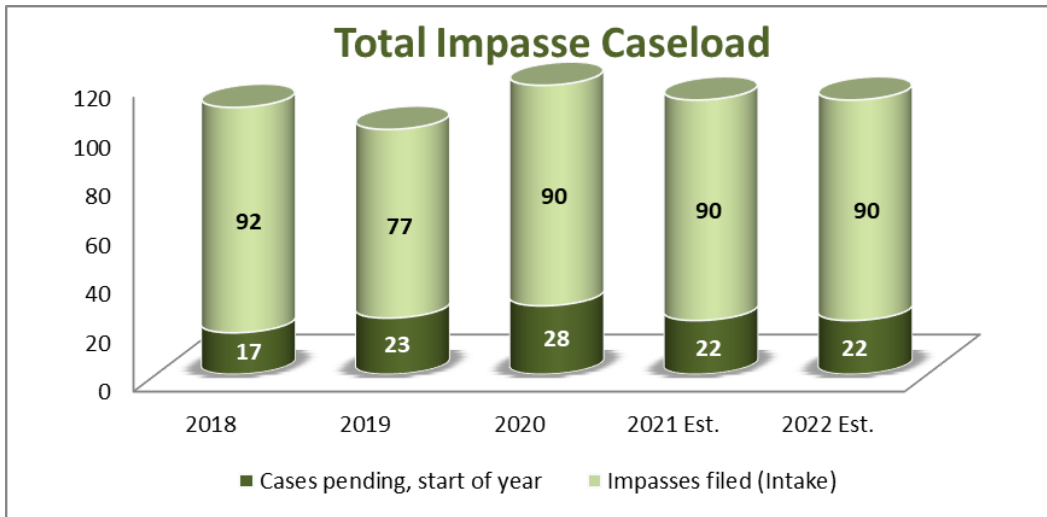


Measure 1a-23: The average age of representation cases resolved by the OGC through withdrawal, election, or issuance of a Decision and Order.			
Results		Targets	
2019	92	2019	114
2020 Goal: 108 days	91 days <i>Met</i>	2020	Reduce by 5%
		2021	Maintain
		2022	Maintain

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	
2018	82% – (195/239 cases)	2018	70%
2019	77% - (205/266 cases)	2019	70%
2020	80% (140/175 cases) <i>Met</i>	2020	70%
		2021	70%
		2022	70%

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	
2018	100% (348/349 cases)	2018	95%
2019	97% (259/266 cases)	2019	95%
2020	100% (175/175 cases) <i>Met</i>	2020	95%
		2021	95%
		2022	95%

FSIP Impasses	2018	2019	2020	2021 Est.	2022 Est.
Cases pending, start of year	17	23	28	22	22
Impasses filed (Intake)	<u>92</u>	<u>77</u>	<u>90</u>	<u>90</u>	<u>90</u>
Total caseload	109	100	118	118	118
Panel Decision	21	24	40	--	--
Panel declined jurisdiction	11	11	23	--	--
Settled with Panel assistance	7	13	5	--	--
Voluntarily withdrawn	47	22	28	--	--
Cases closed total (Output)	<u>86</u>	<u>72</u>	<u>96</u>	<u>96</u>	<u>96</u>
Cases pending, end of year	23	28	22	22	22



Measure 1a-26: The average age of bargaining-impasse cases in which the FSIP declines jurisdiction.			
Results		Targets	
2019	90	2019	95 days
2020 Goal: 90 days	70 days (23 cases) <i>Met</i>	2020	90 days
		2021	Maintain
		2022	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	
2018	100% – (11/11 cases)	2018	90%
2019	90% – (9/10 cases)	2019	90%
2020	100% - (23/23 cases) <i>Met</i>	2020	90%
		2021	90%
		2022	90%

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	
2018	71% – (5/7 cases)	2018	80%
2019	100% – (15/15 cases)	2019	80%
2020	85% – (11/13 cases) <i>Met</i>	2020	80%
		2021	80%
		2022	80%

Measure 1a-29: The average age of bargaining-impasse cases that the FSIP resolves through final action.			
Results		Targets	
2019	140	2019	146 days
2020 Goal: 146 days	162 days (40 cases) <i>Not met</i>	2020	Maintain
		2021	Maintain
		2022	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	
2018	100% – (21/21 cases)	2018	80%
2019	100% – (24/24 cases)	2019	80%
2020	88% – (35/40 cases) <i>Met</i>	2020	80%
		2021	80%
		2022	80%

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 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 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.

Results	
2019	<ul style="list-style-type: none"> ▪ Developed internal tools to establish agency case quality goals and identify areas where improvement is needed, to be used in conjunction with performance reviews.
2020	<ul style="list-style-type: none"> ▪ Updated all performance standards to include a quality standard. Monitored quality and evaluated through end-of-year performance evaluations. ▪ Developed and instituted Agency-wide informal training program using brown bag sessions. ▪ Conducted internal legal writing training for Authority attorneys and legal interns. ▪ Following an internal survey on training needs, provided unlimited access to “West Legal Ed” for multitude training opportunities - ideal remote training opportunity during maximum telework/social distancing. ▪ Increased emphasis on well written cases, in compliance with the Plain Writing Act and as mentioned by Chairman Kiko and Member Abbott in the August 2020 FDR conference video.
Targets	
2019	<ul style="list-style-type: none"> ▪ Complete development of Agency-wide quality assessment tools and finalize pilot implementation.
2020	<ul style="list-style-type: none"> ▪ Target areas for improvement in case-processing quality, based on data gathered from internal tool(s) and survey results. ▪ Set case-quality goals, as measured by surveys or other quality assessment tools.
2021	<ul style="list-style-type: none"> ▪ Written work products should reflect an increase in quality, as measured by the tools.
2022	<ul style="list-style-type: none"> ▪ Written work products should reflect an increase in quality, as measured by the tools.

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

2020	<ul style="list-style-type: none"> ▪ Conducted in-house Casework Training in early March 2020. ▪ Conducted internal legal writing training for Authority attorneys and legal interns. ▪ Offered leadership training for new agency supervisors and managers. ▪ See also 2020 results in Measure 1b-1.
Targets	
2019	<ul style="list-style-type: none"> ▪ 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). ▪ Develop and administer internal surveys or other measures to assess the effectiveness of pilot internal training programs and educational tools. ▪ Make necessary adjustments to make internal training programs more effective. ▪ 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.
2020	<ul style="list-style-type: none"> ▪ Target ways to improve the effectiveness of internal educational resources based on survey results. ▪ Show a 10 percent increase in the effectiveness of internal educational resources, as measured by internal survey instruments or other measures developed in 2019.
2021	<ul style="list-style-type: none"> ▪ Continue to make necessary adjustments to maximize efficiency of internal training programs. ▪ Increase professional development options for FLRA staff in order to improve the quality of investigations and written work products.
2022	<ul style="list-style-type: none"> ▪ Continue to make necessary adjustments to maximize efficiency of internal training programs. ▪ Increase professional development options for FLRA staff in order to improve the quality of investigations and written work products.

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

2019	<ul style="list-style-type: none"> ▪ Developed and instituted Agency-wide informal training program using brown bag sessions. ▪ Developed and administered internal survey on training. ▪ Encouraged employees to increase awareness of Authority decisions by using electronic distribution tool for Agency-wide dissemination of decisions. ▪ Implemented Individual Development Plans for each staff member to identify training needs.
2020	<ul style="list-style-type: none"> ▪ Conducted in-house Casework Training in early March 2020. ▪ Conducted internal legal writing training for Authority attorneys and legal interns. ▪ See also 2020 results in Measure 1b-1.

Targets

2019	<ul style="list-style-type: none"> ▪ 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). ▪ Develop and administer internal surveys or other measures to assess the effectiveness of pilot internal training programs and educational tools. ▪ Make necessary adjustments to make internal training programs more effective. ▪ 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.
2020	<ul style="list-style-type: none"> ▪ Target ways to improve the effectiveness of internal educational resources based on survey results. ▪ Show a 10 percent increase in the effectiveness of internal educational resources, as measured by internal survey instruments or other measures developed in 2019.
2021	<ul style="list-style-type: none"> ▪ Continue to make necessary adjustments to maximize efficiency of internal training programs. ▪ Increase professional development options for FLRA staff in order to improve the quality of investigations and written work products.
2022	<ul style="list-style-type: none"> ▪ Continue to make necessary adjustments to maximize efficiency of internal training programs. ▪ Increase professional development options for FLRA staff in order to improve the quality of investigations and written work products.

Performance Goal 1b-3: Ensure external stakeholder confidence in FLRA’s abilities.	
Measure 1b-3: Customer perceptions about FLRA’s impartiality.	
Results	
2019	<ul style="list-style-type: none"> ▪ Developed a survey to assess parties’ perceptions of FLRA’s impartiality.
2020	<ul style="list-style-type: none"> ▪ COVID-19 delayed implementation of pilot survey – will carry over to 2021.
Targets	
2019	<ul style="list-style-type: none"> ▪ Develop and administer an external survey(s) to assess the parties’ perceptions of FLRA’s impartiality.
2020	<ul style="list-style-type: none"> ▪ Maintain or improve overall perceptions about FLRA’s impartiality year over year. ▪ Pilot external survey.
2021	<ul style="list-style-type: none"> ▪ Deliver external survey electronically with every final agency action and evaluate results.
2022	<ul style="list-style-type: none"> ▪ Deliver external survey electronically with every final agency action and evaluate results.

Strategic Goal 2:

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. Additionally, FLRA Regulations permit parties to “ask the Authority for a general statement of policy or guidance.” Since 2019, the Authority has received an unprecedented fifteen policy statement requests. Although the Authority has denied these requests where, for example, the question presented could be more appropriately resolved in a case or controversy, the Authority issued five policy statements in 2020. Where the Authority has found that resolution of the question presented would have general applicability under the Statute, the Authority has issued policy statements, which are intended to promote clarity in Federal sector labor-management relations and are posted on www.flra.gov.

In addition to decisions and policy statements, FLRA accomplishes this strategic goal 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.*

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 FLRA website.

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

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

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

Results	
2019	<ul style="list-style-type: none"> ▪ Drafted digests and prepared for upcoming publication. ▪ Acquired animation software to begin developing short animated training videos. ▪ Piloted desktop video teleconferencing to expand capabilities for providing interactive external training online. ▪ Developed 5 pre-recorded training modules in preparation for posting. ▪ Updated OGC Unfair Labor Practice Case Law Outline and the OGC Representation Case Outline.
2020	<ul style="list-style-type: none"> ▪ FLRA issued two press releases announcing seven online training sessions Agency-wide. ▪ FLRA produced and published several training videos on a new YouTube channel (https://www.youtube.com/c/FederalLaborRelationsAuthority) Also posting five pre-recorded training modules on FLRA.gov ▪ YouTube trainings plus those currently on the website. ▪ Continue to provide case digest summaries for all Authority decisions. To date, the Authority has published approximately 205 digests. ▪ Quarterly digests reports are up to date and were announced in a press release. ▪ Requested public comment on proposed negotiability regulations. ▪ Agency updated its union-dues-revocation regulation. ▪ Conducted live-stream training. ▪ Requested public comment via Federal Register notice on four policy statement requests. ▪ Agency issued five policy statements. ▪ Updated OGC Representation Case Outline.
Targets	
2019	<ul style="list-style-type: none"> ▪ Update at least 3 guides or manuals Agency-wide. ▪ Establish a mechanism to live stream trainings online or offer pre-recorded trainings on the www.flra.gov website. ▪ Offer at least 5 training sessions online Agency-wide. ▪ Begin publishing case digest summaries for all Authority decisions. OGC and FSIP to evaluate doing the same for their decisions.
2020	<ul style="list-style-type: none"> ▪ Critically review and update the relevancy and currency of Agency regulations. ▪ Update 2 guides or manuals Agency-wide. ▪ Offer 7 training sessions online Agency-wide. ▪ Continue to provide case digest summaries for all Authority decisions. Provide OGC and FSIP case digests, if deemed appropriate.

2021	<ul style="list-style-type: none"> ▪ Critically review and update the relevancy and currency of Agency regulations. ▪ Update remaining guides or manuals Agency-wide as needed. ▪ Offer 10 additional training sessions online as developed. ▪ Continue to provide case digest summaries for all Authority decisions. Provide OGC and FSIP case digests, if deemed appropriate.
2022	<ul style="list-style-type: none"> ▪ Continue to expand online resources. ▪ Continue to provide case digest summaries for all Authority decisions. Provide OGC and FSIP case digests, if deemed appropriate.

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.

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 10 training sessions to Federal agencies and labor organizations in 2020. 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

2019	<ul style="list-style-type: none"> ▪ Collaborated with FMCS on a pilot program for mediation of appropriate negotiability disputes. ▪ Addressed specific requests of parties for targeted training.
2020	<ul style="list-style-type: none"> ▪ FLRA conducted 16 customer trainings. ▪ Authority & FSIP lawyers successfully trained FMCS mediators. ▪ The Authority and FMCS developed a shared electronic case-management system in order to track the status of referred negotiability cases. ▪ Pursuant to FMCS pilot program, began referring negotiability cases to FMCS mediators in December 2019. ▪ To date, FMCS has narrowed – or entirely resolved – the negotiability dispute in 50 percent (5/10) of referred cases. ▪ To date, FMCS mediators assisted parties in resolving 71 percent (82/117) of the proposals/provisions referred to mediation. ▪ Authority and FMCS project leaders confer regularly to refine and apply metrics for measuring success. ▪ FLRA implemented a PDF questionnaire for customers to be used in representation cases (implemented during COVID-19). ▪ Virtual REP hearings procedures were put into place. ▪ Addressed specific requests of parties for targeted training.

Targets

2019	<ul style="list-style-type: none"> ▪ Develop the criteria for identifying parties with significant labor-management challenges. ▪ Develop procedures for offering targeted assistance to identified parties or referring such parties to appropriate resources. ▪ Pilot a targeted-assistance program. ▪ Identify metrics for evaluating the program’s success. ▪ Formally implement a targeted-assistance program with appropriately ambitious measures to assess its effectiveness.
2020	<ul style="list-style-type: none"> ▪ Train FMCS mediators and support the pilot mediation program. ▪ Establish metrics for evaluating the effectiveness of the mediation program. ▪ Evaluate the effectiveness of the targeted-assistance program using the metrics established in 2019. ▪ Make necessary refinements and improvements based on customer feedback. ▪ Increase the program’s overall success as measured by the metrics established in 2019.
2021	<ul style="list-style-type: none"> ▪ Evaluate the effectiveness of the FMCS mediation pilot program using metrics established in 2020. ▪ Continue to evaluate the effectiveness of the targeted-assistance program.
2022	<ul style="list-style-type: none"> ▪ With the re-establishment of CADRO, FLRA will discontinue this measure.

Strategic Objective 2c:

Maintain and expand 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 2c-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.

Measure 2c-1: The number of *training, outreach, and facilitation activities* delivered.

Results	
2018	100
2019	95

Measure 2c-1: The number of *in-person statutory training* programs delivered.

Results		Targets	
2020	29* Not Met	2020	50
2021		2021	50

*Training limited due to COVID-19 Pandemic;
Training via videoconference included

Measure 2c-1: The number of *training programs delivered (in-person or virtual)*.

Results (New measure)		Targets	
2022		2022	50

Measure 2c-2: The number of participants involved in *training, outreach, and facilitation* activities.

Results	
2017	8,122
2018	2574
2019	4807

Measure 2c-2: The number of participants who receive *in-person statutory training*.

Results		Targets	
2020	2780* <i>Met</i>	2020	2,500
2021		2021	2,500

*In-person training limited due to COVID-19 Pandemic; Training via videoconference included

Measure 2c-2: The number of participants who received training (in-person or virtual).

Results (New measure)		Targets	
2022		2022	2,500

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

Results		Targets	
2020	<i>Met (Since the OGC has been using its form, 96 percent of the evaluations received rate the OGC training as highly effective or effective.)</i>	2020	Develop evaluations. 80 percent of participants rate the training as effective or highly effective.

Measure 2c-3: The percentage of responders who rated training highly effective.

Targets	
2021	80 percent of participants rate the training as effective or highly effective.
2022	80 percent 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.

Results		Targets	
2020	Over 200 views of new (released 8-19-2020) eFiling video on FLRA YouTube channel. <i>Met</i>	2020	FLRA discontinued this measure in 2021; covered by 2c-1.

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

Results		Targets	
2020	Over 200 views of the new (released 8-19-2020) eFiling video on FLRA YouTube channel. <i>Met</i>	2020	FLRA will discontinue this measure in 2021; covered by 2c-2.

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

Results		Targets	
2019	<i>Evaluations being re-tooled for an online-training-video environment.</i>	2020	Develop evaluations. Discontinued this measure; covered by 2c-3.

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

Results		Targets	
2020	7 <i>Met</i>	2020	7
		2021	FLRA will discontinue this measure and combine it with 2c-1.

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

Results		Targets	
2020	<i>Met (96 percent of OGC evaluations rated highly effective or effective.)</i>	2020	Develop evaluations.
		2021	FLRA will discontinue this measure and combine it with 2c-3.

Strategic Goal 3:

MANAGE RESOURCES EFFECTIVELY AND EFFICIENTLY, AND RECOGNIZE THAT A DEDICATED WORKFORCE IS CRITICAL TO THE RESOLUTION OF LABOR-RELATIONS DISPUTES.

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 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 FLRA's strategic goals.

Measure 3a-1: Align performance-management systems and individual performance plans with current Strategic Plan.

Results

2019	<ul style="list-style-type: none"> ▪ Evaluated Agency performance-management systems and individual employee performance plans for alignment with the Strategic Plan. ▪ 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. ▪ Strategic Implementation Teams have provided Agency leadership with recommended revisions of performance plans to pilot in 2020.
2020	<ul style="list-style-type: none"> ▪ Completed the development of revised performance plans for all attorney positions and rolled them out for 2020 performance year. ▪ Assessing employees’ perceptions that performance management systems align with the Strategic Plan via FEVS. In FEVS 2020 results, 90.8 percent of employees “Know how my work relates to the agency’s goals,” up from 79.2 percent in 2019. ▪ Completed the development of revised performance plans for all non-attorney and manager positions. ▪ Completed the review of, and updated, the Agency’s GS performance management system’s policy and the Agency’s attorney individual performance plans to ensure they align directly with the 2018-2022 Strategic Plan. ▪ Created the new SL performance plans.

Targets

2019	<ul style="list-style-type: none"> ▪ Develop communications strategies, educational tools, and other materials to successfully implement the new systems. ▪ 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.
2020	<ul style="list-style-type: none"> ▪ Develop revised performance plans for remaining positions. ▪ Pilot all revised performance plans. ▪ Implement appropriate communications strategies and educational tools to successfully achieve the transition.
2021	<ul style="list-style-type: none"> ▪ Evaluate pilot and revise performance plans as appropriate. ▪ Managers add whistleblower protection information to performance plans. ▪ Completed the development of revised performance plans for all remaining positions.
2022	<ul style="list-style-type: none"> ▪ FLRA will discontinue this measure; all performance plans and systems are aligned with the Strategic Plan.

Measure 3a-2: Employees understand how their individual performance contributes to overall Agency strategic goals.

Results	
2019	FLRA did not administer a separate survey, but relied on data provided through FEVS. In FEVS 2019 results, 79.2 percent of employees “Know how my work relates to the agency’s goals.”
2020	<ul style="list-style-type: none"> ▪ Maintained or improved positive responses to relevant FEVS questions. In FEVS 2020 results, 90.8 percent of employees “Know how my work relates to the agency’s goals.” ▪ Presented Strategic Plan Implementation Teams with personal acknowledgements for their contributions - over 50 percent of FLRA employees serve on one or more teams directly supporting the Strategic Plan goals and objectives.
Targets	
2019	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 “I know how my work relates to the agency’s goals and priorities”; FEVS Question #16, “I am held responsible for achieving results.”)
2020	Maintain or improve positive responses to relevant question(s) in existing survey instruments or internal survey(s) year over year.
2021	FLRA will rely on FEVS 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 toward achieving FLRA’s strategic goals.

Results

2019	FLRA did not administer a separate survey, but relied on data provided through FEVS.
2020	<ul style="list-style-type: none"> ▪ Roll-out of the updated Attorney Performance Plans aligned the performance standards with the strategic plan ▪ Approximately 1/2 of FLRA employees received a recognition award in May 2020 for participation as a leader or member on one or more of the Strategic Plan Implementation Teams. ▪ Creation of new awards committee development team.

Targets

2019	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 “In my work unit, differences in performance are recognized in a meaningful way”; FEVS Question “Awards in my work unit depend on how well employees perform their jobs”; FEVS Question “Creativity and innovation are rewarded.”)
2020	Maintain or improve positive responses to relevant question(s) in existing survey instruments the internal survey(s) year over year.
2021	FLRA will rely on FEVS and discontinue this measure.

Strategic Objective 3b:

Continue to expand 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 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 new cloud-based DMS that allows for simplified document management and internal collaboration.

The Agency began implementing a new and improved version of its eFiling system in 2018 and streamlined it in 2019 to provide 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 agile methodology to develop a more user-friendly electronic CMS. FLRA proposes to integrate these three systems — document management, eFiling, and case management — to fully implement electronic case-file capability throughout the Agency by December 31, 2022.

Thereafter, as resources permit, FLRA will continue to enhance and leverage these technological capabilities. Work has continued 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 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 FLRA’s electronic systems.

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

Measure 3b-1: Expand the use of eFiling.	
Results	
2016	<ul style="list-style-type: none"> • 22 percent of cases eFiled Agency-wide.
2017	<ul style="list-style-type: none"> • 35 percent of cases eFiled Agency-wide.
2018	<ul style="list-style-type: none"> • 35 percent of cases eFiled Agency-wide.
2019	<ul style="list-style-type: none"> • 46 percent of cases eFiled Agency-wide. • Authority and FSIP exceeded target of 10 percent increase.
2020	<ul style="list-style-type: none"> • 56 percent of cases eFiled Agency-wide. • 89 percent of Authority cases eFiled. • OGC eFiling has increased by 9.3 percent • Streamlined eFiling software & created eFiling training module.
Targets	
2019	<ul style="list-style-type: none"> • 50 percent of cases eFiled Agency-wide. • 10 percent increase in eFiling in each component – the OGC, the Authority, and the FSIP.
2020	<ul style="list-style-type: none"> • 75 percent of cases eFiled Agency-wide. • Critically review and revise FLRA regulations to modernize filing requirements.
2021	<ul style="list-style-type: none"> • Grow electronic filing to 85 percent Agency-wide, including eFax.
2022	<ul style="list-style-type: none"> • Achieve 95 percent eFiling, including eFax, by 9/30/2022.

Measure 3b-2: Implement end-to-end electronic case files.	
Results	
2018	<ul style="list-style-type: none"> • 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.
2019	<ul style="list-style-type: none"> • 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.
2020	<ul style="list-style-type: none"> • Combined original Phase 2 and Phase 3 of the four-phase plan to implement fully-electronic casefile. Developed and tested end-to-end electronic casefile for the Authority component, rolled out in late 2020.
Targets	

2019	<ul style="list-style-type: none"> Develop and fully implement the new and improved CMS in at least one FLRA component (Phase 2).
2020	<ul style="list-style-type: none"> Develop and implement the new and improved CMS for the Authority component, to include end-to-end electronic casefile.
2021	<ul style="list-style-type: none"> Develop and implement end-to-end electronic case files for the OGC component, and begin development of the CMS for the remaining components.
2022	<ul style="list-style-type: none"> Continue development and implementation of end-to-end electronic casefile system for all FLRA components. Align Agency policies and procedures for full acceptance of fully Electronic Casefile.

Measure 3b-3: Internal and external customer perceptions of the eFiling System.	
Results	
2019	<ul style="list-style-type: none"> Received feedback from external users via the provided engagement email address. Implemented suggestions and replied to customer feedback. Developed and distributed notices to customers promoting the use of eFiling.
2020	<ul style="list-style-type: none"> Received feedback from external users via the provided engagement email address. Implemented suggestions and replied to customer feedback. Streamlined the eFiling system & created eFiling training module.
Targets	
2019	<ul style="list-style-type: none"> 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). Develop and administer internal and external survey tools to assess customer perceptions of the eFiling System. Develop online, pop-up eFiling surveys that appear while users are logged into the eFiling System.
2020	<ul style="list-style-type: none"> Maintain or improve positive responses to internal and external survey instruments. Adopt suggested enhancements to the eFiling System, as appropriate.
2021	<ul style="list-style-type: none"> Maintain or improve positive responses to internal and external survey instruments. Adopt suggested enhancements to the eFiling System, as appropriate.
2022	<ul style="list-style-type: none"> FLRA will discontinue this measure; will measure through the engagement email address.

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

Results	
2019	<ul style="list-style-type: none"> ▪ Developed and administered internal surveys to assess how FLRA employees perceive the effectiveness of the Agency’s IT modernization efforts.
2020	<ul style="list-style-type: none"> ▪ Produced and administered a survey to assess employees’ response to the new WebEx system rolled out during pandemic in 2020. ▪ Employee Engagement Team & FLRA Pandemic Task Force jointly produced a survey to gather information on best practices, needs, to assess overall response to maximum telework, and to invite personnel to raise return to workplace concerns (77 percent respondents – positive results). ▪ Received a well-above-positive response to managers’ survey questions on how IT is functioning during maximum telework mode. ▪ Reinstated the Technology Council in order to directly gather feedback and actionable input regarding IT modernization efforts. ▪ Administered internal survey to assess how FLRA employees perceive the effectiveness of the Agency’s IT modernization efforts.
2021	<ul style="list-style-type: none"> ▪ Received overwhelmingly positive comments about the effort to move from legacy DMS solution to new integrated DMS

Targets	
2019	<ul style="list-style-type: none"> ▪ 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. ▪ Develop and implement appropriate communications to promote and enhance these efforts.
2020	<ul style="list-style-type: none"> ▪ Craft an effective, targeted communications strategy based on the results of the customer-satisfaction surveys. ▪ Develop and provide any necessary internal or external training programs so that employees and customers have the tools to maximize technological improvements. ▪ Achieve improved survey results year over year.
2021	<ul style="list-style-type: none"> ▪ Annually distribute internal customer satisfaction survey and continue to receive point of service surveys. ▪ Maintain improved survey results.
2022	<ul style="list-style-type: none"> ▪ Develop and Administer targeted surveys to assess usability of enhancements and changes to the eFiling system, made in conjunction with CMS development activities. ▪ Annually distribute internal customer satisfaction survey and continue to receive point of service surveys. ▪ Maintain improved survey results.

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 will look for 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: 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.	
Results	
2019	<ul style="list-style-type: none">▪ Reviewed a portion of Agency performance-management systems and individual performance plans to ensure that they align directly with the 2018-2022 Strategic Plan.▪ Completed review of all position descriptions Agency-wide, to ensure that all Agency positions reflect the actual duties of the position.▪ Issued a revised Reasonable Accommodation Policy – including Personal Assistive Device policy – that is fully compliant with recent EEOC regulatory amendments and guidance.▪ Ensured compliance with Government-wide goals for Schedule A hiring.▪ Expanded recruitment efforts to target persons with disabilities.▪ Formed Diversity and Inclusion Team to develop programs to highlight and celebrate the diversity of Agency employees.
2020	<ul style="list-style-type: none">▪ Scheduled quarterly Diversity and Inclusion Team events and programs to highlight and celebrate diversity of Agency employees including Black History Month, Women’s History, Pride Month, Hispanic Heritage Month--provided pertinent resources/informational

	<p>subject matter regarding diversity through weekly emails, published monthly newsletter and all employee intra-agency communications.</p> <ul style="list-style-type: none"> ▪ Met or exceeded Government-wide standards for diversity and Schedule A hiring. Established contacts with organizations that assist individuals with disabilities in securing employment including: America Job Centers, state vocational rehabilitation agencies, the Veterans' Vocational rehabilitation and Employment Program, Centers for Independent Living, and employment network service providers to ensure recruitment efforts include individuals with disabilities. The Agency also utilized the Schedule A hiring authority to fill critical vacancies this FY. ▪ Continued to support the Agency Diversity and Inclusion Team in their collective efforts to provide information to all FLRA employees. ▪ Increased recruitment efforts allowed the Agency to gather time-to-hire data in 2019 and 2020 to use to assess recruitment and staffing processes and procedures moving forward.
Targets	
2019	<ul style="list-style-type: none"> ▪ Review Agency performance-management systems and individual performance plans to ensure that they align directly with the 2018-2022 Strategic Plan. ▪ Conduct a comprehensive, Agency-wide position classification review to confirm that all Agency positions reflect the actual duties of the position. ▪ Assess time-to-hire results for Agency positions by reviewing recruitment and staffing processes and procedures. ▪ Issue a revised Reasonable Accommodation Policy – including Personal Assistive Device policy – that is fully compliant with recent EEOC regulatory amendments and guidance. ▪ Ensure compliance with Government-wide goals for Schedule A hiring.
2020	<ul style="list-style-type: none"> ▪ Continue the review of the Agency's non-attorney individual performance plans to ensure that they align directly with the 2018-2022 Strategic Plan. ▪ Review and assess time-to-hire metrics based on recruitment data received in 2019 and 2020. ▪ Continue to meet or exceed Government-wide standards for diversity and Schedule A hiring.
2021	<ul style="list-style-type: none"> ▪ Complete the review of all Agency position's individual performance plans to ensure that they align directly with the 2018–2022 Strategic Plan. ▪ Maintain a diverse and respected workforce through targeted recruitment. ▪ Improve time-to-hire metrics based on assessment of 2019 and 2020 data.
2022	<ul style="list-style-type: none"> ▪ Continue to reinforce recruitment and retention of a diverse and inclusionary workforce. ▪ Develop new and improved recruitment strategies based on overall time to hire assessment.

Measure 3c-2: Maintain and grow Agency expertise through employee development.

Results

2018	<ul style="list-style-type: none"> ▪ 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. ▪ Managers assessed annually employees on their developmental needs and provided appropriate training and developmental opportunities. ▪ Maintained sustained growth of positive responses to the OPM FEVS question “supervisors in my work unit support employee development”.
2019	<ul style="list-style-type: none"> ▪ Held 3 component specific brown bag sessions (Authority, FSIP, OALJ). ▪ Developed and administered surveys to solicit feedback on employee education and development. ▪ Provided promotional opportunities for internal agency staff prior to advertising key leadership positions externally.
2020	<ul style="list-style-type: none"> ▪ Provided access to “WestLegal Ed” training opportunities - ideal remote training opportunity during maximum telework/social distancing. ▪ Provided Brown Bag Lunch training programs, and online development opportunities for all staff. ▪ Due to an unexpected hiring lag in 2020, the Agency reallocated money to increase individual staff training budgets, and also offered comprehensive OPM leadership training opportunities to new and seasoned managers and supervisors. These learning and development opportunities were communicated and promoted by Agency leadership to all staff via email and all employee meetings and discussions. ▪ Led by the Agency’s Professional Development Team, promoted the implementation and use of Individual Development Plans (IDP’s) by staff and managers to ensure employees were receiving the requisite training opportunities to advance in their careers. ▪ Conducted internal writing training for Authority attorneys and legal interns. ▪ Completed the virtual Administrative Professionals’ Conference to provide information to the Agency’s administrative and operational staff on Agency programs, policies and procedures and also to gain insight from that workforce population. ▪ Per 2020 FEVS results the Agency’s score in response to “Supervisors in my work unit support employee development” trended upwards from 71.5 percent positive in 2018 to 87 percent positive in 2019 and 93.0 percent positive in 2020.

Targets

<p style="text-align: center;">2019</p>	<ul style="list-style-type: none"> ▪ 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). ▪ Develop and administer survey(s) to solicit feedback on and assess the effectiveness of nontraditional resources for employee education and development. ▪ Maintain sustained growth of positive responses to FEVS Question #47 – “Supervisors in my work unit support employee development.”
<p style="text-align: center;">2020</p>	<ul style="list-style-type: none"> ▪ Provide and promote “Westlaw Legal Ed” training opportunities – diverse options available throughout the year (and during maximum telework / social distancing and a welcome option/time to take advantage of courses available remotely). ▪ Provide Brown Bag Lunch training programs, and online development opportunities for all staff. ▪ Increase individual staff training budgets, and offer comprehensive OPM leadership training opportunity to new and seasoned managers and supervisors. These learning and development opportunities are to be communicated and promoted by Agency leadership to all staff via email and all employee meetings and discussions. ▪ Promote the implementation and use of Individual Development Plans (IDP’s) by staff and managers to ensure employees were receiving the requisite training opportunities to advance in their careers. ▪ Conduct internal writing training for Authority attorneys and legal interns. ▪ Complete the virtual Administrative Professionals’ Conference to provide information to the Agency’s administrative and operational staff on Agency programs, policies and procedures and also to gain insight from that workforce population. ▪ Maintain sustained growth of positive responses to FEVS Question 47 – “Supervisors in my work unit support employee development.”
<p style="text-align: center;">2021</p>	<ul style="list-style-type: none"> ▪ FLRA will discontinue this measure because it is incorporated in Measure 1b-2.

Measure 3c-3: Internal and external perceptions about the workforce.	
New measure 2019.	
Results	
2019	<ul style="list-style-type: none"> ▪ FLRA did not administer a separate survey, but relied on data provided through FEVS.
2020	<ul style="list-style-type: none"> ▪ While FLRA did not administer a separate survey, there were marked <i>increases</i> in job satisfaction and overall well-being reported in 2020 as compared to 2019. <ul style="list-style-type: none"> • <i>45 percent Increase</i> – Senior leaders demonstrate support for Work-Life programs • <i>37 percent Increase</i> – Employees are recognized for providing high quality products and services • <i>30 percent Increase</i> – I am given a real opportunity to improve my skills in my organization • <i>29 percent Increase</i> – I recommend my organization as a good place to work • <i>23 percent Increase</i> – In my organization, senior leaders generate high levels of motivation and commitment in the workforce
Targets	
2019	<ul style="list-style-type: none"> ▪ 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 FEVS Question “The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.”) ▪ 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.
2020	<ul style="list-style-type: none"> ▪ Maintain or improve positive responses to relevant question(s) in existing survey instruments or internal survey(s) year over year.
2021	<ul style="list-style-type: none"> ▪ FLRA will discontinue this measure regarding internal surveys because it will be measured through FEVS.

Measure 3c-4: Internal perceptions about succession plans.	
New measure 2019.	
Results	
2019	<ul style="list-style-type: none"> ▪ FLRA did not administer a separate survey, but relied on data provided through FEVS.
2020	<ul style="list-style-type: none"> ▪ Ensured FLRA job opportunity announcements were distributed by email to all employees. Engaged in significant internal recruitment efforts, particularly for management positions.
Targets	

2019	<ul style="list-style-type: none"> ▪ 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 “How satisfied are you with your opportunity to get a better job in your organization?”)
2020	<ul style="list-style-type: none"> ▪ Maintain or improve positive responses to relevant question(s) in existing survey instruments or internal survey(s) year over year.
2021	<ul style="list-style-type: none"> ▪ FLRA will discontinue this measure. This will be measured through FEVS.

Measure 3c-5: Overall employee job satisfaction.	
New measure 2019.	
Results	
2019	<ul style="list-style-type: none"> ▪ FLRA formed an employee engagement Team and began conducting focus groups with all employees to better understand all aspects of job satisfaction.
2020	<ul style="list-style-type: none"> ▪ Reinstated reimbursement for bar dues up to \$1000 for 2020. ▪ Employee Engagement Team continues to discuss, review and develop recommendations on a variety of issues, including those identified in the Focus Group Report which include: technological challenges and ways to assure employees have a method of raising issues/concerns with leadership. ▪ Employee Engagement Team encourages its members and all employees to convey to the Team matters to include on the Team agenda. ▪ Health & Wellness Team provides a spectrum of opportunity to all employees to focus on their personal mental health, physical health, and work/life balance. ▪ Expanded work hours and eliminated core hours to provide maximum flexibility to allow for employees to manage additional family responsibilities during the pandemic. ▪ Created a one-stop shop for all COVID-19 information on the Agency’s intranet.
Targets	
2019	<ul style="list-style-type: none"> ▪ 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 “Considering everything, how satisfied are you with your job?”)
2020	<ul style="list-style-type: none"> ▪ Maintain or improve positive responses to relevant question(s) in existing survey instruments or internal survey(s) year over year.
2021	<ul style="list-style-type: none"> ▪ FLRA will discontinue this measure. This will be measured through FEVS.

Measure 3c-6: Internal satisfaction with the manner in which internal problem-solving occurs.	
New measure 2019.	
Results	
2019	<ul style="list-style-type: none"> ▪ FLRA did not administer a separate survey, but relied on data provided through FEVS.
2020	<ul style="list-style-type: none"> ▪ Employee Engagement Team & FLRA Pandemic Task Force produced survey to gather information on best practices, needs, to assess overall response to maximum telework, and to invite personnel to raise return to workplace concerns. ▪ Chairman set up consistent weekly, monthly, quarterly management & leadership meetings, including monthly meetings with Regional Office Directors. ▪ Chairman conducted all-employee meetings to ensure open and transparent communications to staff, especially due to COVID-19, and plans to continue with this method of communication on a recurring basis.
Targets	
2019	<ul style="list-style-type: none"> ▪ Develop and administer an internal survey(s), or use existing survey instruments (e.g., FEVS), to assess employee satisfaction with internal problem-solving practices.
2020	<ul style="list-style-type: none"> ▪ Maintain or improve positive responses to relevant question(s) in existing survey instruments or internal survey(s) year over year.
2021	<ul style="list-style-type: none"> ▪ FLRA will discontinue this measure. This will be measured through FEVS.

Measure 3c-7: Internal perceptions about use of technology to promote employee efficiency and work-life balance.	
New measure 2019.	
Results	
2019	FLRA did not administer a separate survey, but relied on data provided through FEVS.
2020	<ul style="list-style-type: none"> ▪ Rolled out the new WebEx system during time of maximum telework with an overall positive response – capable of accommodating large groups (e.g. first WebEx all-employee meeting May 7 had 106 employee participants; subsequent meetings throughout the year easily accommodated 90-109 participants – and streamlining remote communication between staff and with consumers. ▪ Produced Avatar “shorts” created to encourage best practices during maximum telework including health & wellness focus. ▪ Developed and administered Employee Engagement Team (EET) and Pandemic Task Force surveys to gauge employee perception and evaluated results to meet employees’ needs or concerns where possible.
Targets	

2019	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 “My supervisor supports my need to balance work and other life issues.”)
2020	Maintain or improve positive responses to relevant question(s) in existing survey instruments or internal survey(s) year over year.
2021	FLRA will discontinue this measure. This will be measured through FEVS.

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U.S. FEDERAL LABOR RELATIONS AUTHORITY
1400 K Street, NW
Washington, DC 20424
www.flra.gov