



CELEBRATING

THE
FEDERAL LABOR RELATIONS AUTHORITY

“YESTERDAY,
TODAY,
AND
TOMORROW”

A
20TH ANNIVERSARY
1999





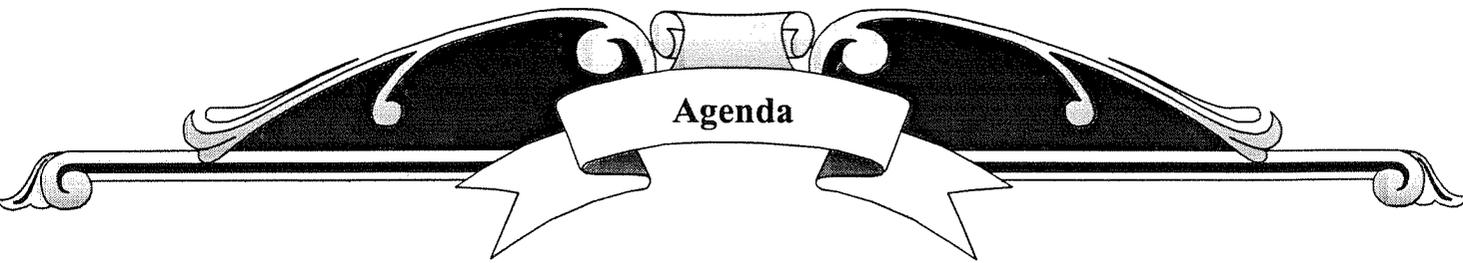
The Agency seal ...

All Federal agencies have seals representing the nature of their work. The FLRA seal was designed by the Department of Army's Institute of Heraldry. The seal was fashioned after the one created for the Federal Labor Relations Council, one of the FLRA's predecessor organizations. The blazon for the seal is explained thus:

"Azure (dark blue), a cogwheel (gold) interlaced with a gavel and wrench saltirewise argent (silver) overall a torch in pale of the last enflamed proper (scarlet and gold).

The cogwheel alludes to the production of work and to the progress in labor-management relations. The gavel symbolized management, the wrench labor, while the torch is for new ideas and leadership, thus representing the FLRA. Dark blue is the national color.

The shield of the coat of arms in full color as blazoned above on a white disc within a dark blue border with gold inner and outer rims inscribed at top UNITED STATES FEDERAL LABOR RELATIONS AUTHORITY in white letters."

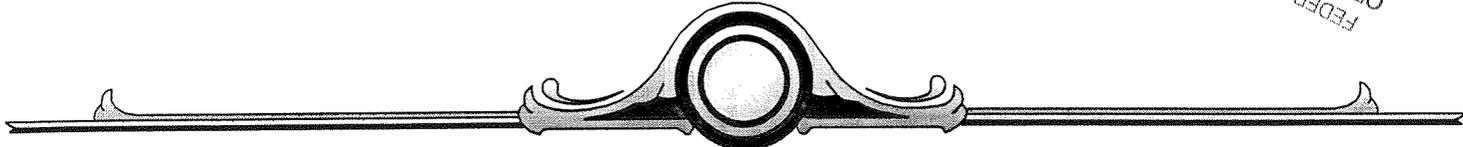


Agenda

June 7, 1999

12:30 - 1:30pm	Buffet Lunch	
2:00pm	Opening Remarks	Phyllis Segal
	It Seems Like Yesterday	Harold Kessler
	Historical Perspectives	George Birch Ned Bachman Nancy Jacob Joe Schimansky
	We've Come a Long Way	Joe Swerdzewski
	Recognition of the '79rs	Don Wasserman and Dale Cabaniss
	UAE Perspectives	Matt Jarvinen
	Historical Perspectives	Art Horowitz Clyde Blandford David Feder
	Why I Work at FLRA	Beth Landes
	FLRA Jeopardy	Betty Bolden
4:00pm	Closing Remarks	Phyllis Segal

FEDERAL LABOR RELATIONS AUTHORITY
OFFICE OF CASE INTAKE AND PUBLICATION
1400 K STREET, NW, SUITE 201
WASHINGTON, DC 20424-0001





20th Anniversary

In the beginning...

The Civil Service Reform Act of 1978, which resulted in the creation of the Federal Labor Relations Authority (FLRA) as a separate Federal entity, had its genesis in a comprehensive program transmitted to Congress by President Carter to reorganize and reform the Federal civil service. In his message of March 2, 1978, accompanying the draft of proposed legislation to reform the civil service laws, the President stated that "civil service reform will be the centerpiece of government reorganization" during his Administration. His proposals were intended to let the Federal Government meet the needs of the American people more effectively, and at the same time, make the Federal work place a better environment for Federal employees.

Significant changes in the labor-management relations program were recommended to meet the conditions produced by the continued increase in size and scope of labor-management relations. The President's plan consolidated the central policymaking functions in labor-management relations performed in the Federal Labor Relations Council (a part of the Civil Service Commission, the predecessor of the Office of Personnel Management) and the Assistant Secretary of Labor for Labor-Management Relations (Department of Labor) into one organization, the FLRA. The new agency's mission was to provide leadership in establishing policies and guidance relating to labor-management and employee relations for the Federal government.

FLRA was established January 1, 1979.

The employees...

Throughout the past 20 years, FLRA employees have maintained a high level of personal enthusiasm, professionalism, and productivity. Through committees, teams, and partnerships they have made great strides toward innovation, including the establishment of Labor-Management Partnerships throughout the Federal sector, changes in the Unfair Labor Practice regulations to respond to customer needs, and moving parties toward voluntary resolution of impasses through an Alternative Dispute Resolution process.

Through the dedication, expertise, and continued contributions of its employees, the FLRA continues to improve its services and is heralded throughout the Federal community for its leadership in labor-management and employee relations.

Thirty-seven employees who were here at the beginning (January 1, 1979) continue to work at the Agency today:

Annette Allen
Judy Allen
Fred Aranha
Ned Bachman
Robert Bailey
Patricia Baran
George Birch
Carol Blackburn
Verneal Blackiston
Thelma Brown
Chandra Carr
Dennis Collins
Gloria Crawford
Ed Davidson
William Devaney
Milledge Dixon
David Feder
Bill Fleishman
Carmen Hall

Arnie Hammer
Art Horowitz
Nancy Jacob
Pam Johnson
Jeff Keir
Harold Kessler
Saul Lubitz
Bill Michie
Jean Perata
Elaine Robinson
Bridget Sisson
Nancy Speight
William Spellacy
Steve Svartz
Marjorie Thompson
Bill Tobey
Ed Washington
Valerie Wheeler

The mission....

The Agency adopted its mission statement in 1995 which reads:

The Federal Labor Relations Authority (FLRA) exercises leadership under the Federal Service Labor-Management Relations Statute to promote stable, constructive labor-relations that contribute to a more effective Government.

The Federal Labor Relations Authority fulfills its mission by:

- **enforcing and clarifying the law through sound, timely decisions and policies;**
- **using fast, simple processes to conduct its business;**
- **providing high quality training and education programs, and furnishing effective intervention services; and**
- **administering its resources to ensure that services are responsive to the unique needs of its customers.**

A chronology of agency appointments...

FLRA CHAIRS

1979-1983	Ronald W. Haughton
1983-1984	Barbara J. Mahone
1984-1985	Henry B. Frazier, III (Acting)
1985-1988	Jerry L. Calhoun
1989-1994	Jean McKee
1994-Present	Phyllis N. Segal

AUTHORITY MEMBERS

1979-1987	Henry B. Frazier III
1979-1983	Leon B. Applewhaite
1979-1984	Ronald W. Haughton
1983-1984	Barbara J. Mahone
1984-1985	William J. McGinnis, Jr.
1986-1994	Jean McKee
1985-1988	Jerry L. Calhoun
1989-1997	Tony Armendariz
1989-1995	Pamela Talkin
1994-Present	Phyllis N. Segal
1996-Present	Donald S. Wasserman
1997-Present	Dale Cabaniss

GENERAL COUNSELS

1979-1982	H. Stephan Gordon
1982-1983	S. Jesse Reuben (Acting)
1983-1987	John C. Miller
1987-1988	Dennis M. Devaney
1988-1992	Kathleen Day Koch
1992-1993	Alan R. Swendiman
1993-Present	Joseph Swerdzewski

FEDERAL SERVICE IMPASSES PANEL (FSIP) CHAIRS

1970-1975	Jacob Seidenberg
1976-1978	Robert G. Howlett
1979-1981	Howard Gamser
1982-1983	Robert G. Howlett
1984-1991	Roy M. Brewer
1991-1994	Edwin D. Brubeck
1994-Present	Betty A. Bolden

FEDERAL SERVICE IMPASSES PANEL (FSIP) MEMBERS

1970-1972	John J. McGovern
1970-1975	Jacob Seidenberg
1970-1978	James Vadakin
1970-1978	Lloyd Bailer
1970-1982	Arthur Stark
1970-1990	Jean McKelvey
1972-1978	Albert McDermott
1976-1978	Robert G. Howlett
1978-1980	Irving Bernstein
1978-1982	James E. Jones
1978-1983	Charles J. Morris
1978-1983	Beverly Schaffer
1979-1981	Howard Gamser
1982-1983	Donald F. Rodgers
1982-1994	N. Victor Goodman
1982-1984	Daniel H. Kruger
1983-1990	Thomas Farr
1983-1994	Susan Robfogel
1983-1994	Roy M. Brewer
1988-1994	J. Van De Water
1990-1994	Edwin Brubeck
1990-1994	Charles A. Kothe
1994-1999	Dolly M. Gee
1994-Present	Betty A. Bolden
1994-Present	Edward Hartfield
1994-Present	Stanley M. Fisher
1995-1999	Gilbert Carrillo
1995-Present	Bonnie P. Castrey
1995-Present	Mary E. Jacksteit

FOREIGN SERVICE LABOR RELATIONS BOARD (FSLRB)

The Chair of the Federal Labor Relations Authority serves as Chair of the Foreign Service Labor Relations Board, and the General Counsel of the Federal Labor Relations Authority serves as General Counsel of the FSLRB. In addition, there are Members, listed below:

FSLRB MEMBERS

1981-1984	Arnold M. Zack
1981-1986	Arnold Ordman
1986-1992	Marcia L. Greenbaum
1986-Present	Tia Schneider Dennenberg
1992-1995	Ira L. Jaffe
1998-Present	Richard I. Bloch

FOREIGN SERVICE IMPASSE DISPUTES PANEL (FSIDP)

1982-1997	Margery Gootnick, Chair
1997-Present	Thomas Colosi, Chair

FSIDP MEMBERS

1982-1988	Robert G. Howlett
1982-1992	Julius Balog, Jr.
1982-1988	Francis J. McNeil
1982-1988	Rodney W. Johnson
1988-1991	Anthony M. Kern
1990-1992	Diane Blane
1990-1992	N. Victor Goodman
1991-1995	William G. Robinson
1992-1994	Edwin D. Brubeck
1992-1993	Eleanor Raven-Hamilton
1992-1995	Ralph H. Ruedy
1993-1996	Robert S. Deutsch
1994-Present	Betty Bolden
1995-1996	John Douglas Marchant
1996-Present	Dorothy Young
1996-1998	George Lannon
1997-Present	David W. Geiss
1999-Present	Allen L. Keiswetter

A timeline of events...

The following events highlight a few of the events over the past 20 years culled from the Agency "archives" such as annual reports and newsletters.

1979

☆Agency begins operations with a backlog of cases carried over from its predecessor agencies. During the fiscal year, a substantial number of additional cases are filed with the national office.

☆During the first six months, more cases are filed in the regional offices than during all of FY 1978 under the old Executive Order.

☆Regional staff attorneys with substantial legal and trial experience are hired to prosecute unfair labor practices by the General Counsel.

☆The Office of Personnel Management (OPM) establishes a Senior Executive Service as a separate personnel system in the Federal arena.

☆Interim Unfair Labor Practice Rules are issued.

1980

☆The Foreign Service Impasse Disputes Panel is created by the Foreign Services Act to provide assistance to Federal agencies and unions in resolving negotiation impasses in the course of collective bargaining over conditions of employment affecting Foreign Service personnel in the USIA, AID, and the Departments of State, Agriculture, and Commerce. The Act is similar in many respects to the Federal Service Labor-Management Relations Statute. The Foreign Services Labor Relations Board also is created.

☆Agency begins the fiscal year with a major expansion of its jurisdiction to include, for the first time, employees of the Panama Canal Commission and of the U.S. agencies in the Panama Canal area under the Federal Service Labor-Management Relations Statute. This

unique grant of jurisdiction affects nearly 20,000 employees in the Canal area.

☆Office of the General Counsel (OGC) takes dispositive actions which are almost double the monthly average taken in FY 1979.

☆After obtaining an opinion from the Department of Justice of its lawfulness, the Agency recognizes the Union of Authority Employees (UAE) as an independent, non-affiliated organization, as the bargaining representative of its employees.

☆ Negotiability and Unfair Labor Practice regulations are issued.

1981

☆The Office of Administrative Law Judge adds two new judges, bringing its complement to 13.

☆FSIP receives 191 requests for assistance, the largest case intake to date, and a substantial increase over FY 1980.

☆FSIP publishes "A Guide to the Dispute Resolution Procedures Used by the Federal Service Impasses Panel" to give Federal agencies and unions an insight into the procedures of the Panel.

☆ The first unified FLRA headquarters is established at 500 C Street S. W. Washington DC, consolidating staff from four separate locations in the DC area.

1982

☆The Authority reduces its backlog of pending cases in the representation and unfair labor practice area and in the negotiability appeal area. The increase in productivity is accomplished, in part, by the case processing procedures established by internal regulation in December 1981.

☆The case processing of the OGC is adversely affected by two reductions in force, a sharp reduction in travel funds, the resignation of the first General Counsel (cases are held in abeyance for three months pending the designation of an acting General Counsel and

confirmation of a new General Counsel), and the closing of the Kansas City Regional Office (Regional Office shifted to Denver). Despite these factors, which resulted in a sharp decrease in the total number of dispositive actions taken, the total pending caseload is decreased notably.

☆FSIP is granted jurisdiction under the Federal Employees Flexible and Compressed Work Schedules Act to resolve related impasses between Federal agencies and unions representing Federal employees arising from agency determinations not to establish a flexible or compressed work schedule or to terminate such a schedule. No requests filed.

1983

☆Appeals to the Authority from arbitration awards increase by 49 percent from 1982.

☆In two lead cases, the District of Columbia Circuit affirms the Authority's determinations that the designation of performance standards and critical elements of job performance are a management's right not subject to negotiation.

☆The OGC reports that of all meritorious unfair labor practice charges, a large majority are resolved voluntarily.

☆FSIP receives several requests, all filed by unions, related to the Federal Employees Flexible and Compressed Work Schedules Act of 1982.

1984

☆To provide for more expeditious processing, decision-making responsibilities in representation cases delegated to the Regional Directors. The Authority also develops an index cross-referencing its own case numbers, Authority decision numbers and internal control numbers assigned to recommended decisions by the Office of Administrative Law Judges.

☆The Agency's primary word processing and record keeping system is installed -- the Wang Alliance.

☆The number of arbitration cases closed by the Authority increases approximately 150 percent. The Agency attributes this to the special Arbitration Task Force that uses quality circles and other employee participation to develop new procedures for processing cases.

☆The Bureau of Alcohol, Tobacco and Firearms v. FLRA is the first case where the Supreme Court considers the role of the Authority under the Statute.

☆The Office of the Solicitor undertakes management initiatives to improve its ability to represent the Agency in litigation, and to provide legal advice to the Agency. Principal among these initiatives is the computerization of the Office's master litigation records system.

☆Agency proposes to argue that the requirements in Title 5 USC 7104(e) for an Annual Report is redundant with 7133(a). Timing appears good because OMB calls for agencies to send recommendations to eliminate, simplify, or consolidate existing legislatively mandated reports.

1985

☆OGC expands the capabilities of its case tracking system to enable it to identify instances where hearings may not have been held in a timely manner. The result is a sharp reduction in the time to hearing in some instances.

☆OGC closes its field office in Honolulu and the jurisdiction is transferred from the Los Angeles Region to the San Francisco Region. Three other jurisdictional shifts are made or continued: the Puerto Rico jurisdiction is returned to the New York Region; the North and South Dakota jurisdictions are transferred from the Denver Region to the Chicago Region; and the southern Virginia jurisdiction continues to be assigned to the Washington Region. Space requirements of the Regional Offices are reexamined, and rental equipment (word processing and data processing) is purchased.

☆The Departments of Health and Human Services and Army are the agencies most frequently appearing as one of the parties in requests for assistance filed with FSIP and, along with Navy, are involved in almost one-half of all such requests.

1986

☆FLRA undertakes initiatives to improve its efficiency, administration of the Federal labor-management relations program, and service to the public. Included are (1) a resource study requiring staff committees to review every aspect of the agency's organization, resources utilization, and methods of operation; (2) a review of the agency's case processing regulations; and (3) utilizing a consulting firm to review existing automated data processing capability and determining future needs for upgrade.

☆The Authority reports the number of cases pending for more than 6 months is significantly reduced.

☆The Authority implements issue-management procedures, grouping cases with related issues. "Lead decisions" cover the overall issues; the principles set forth are then applied to succeeding cases.

☆ FLRA Equalizers softball team is established at the instigation of Chairman Jerry Calhoun (an avid softball player).

1987

☆Negotiability appeals find that inclusion of excepted service employees in the grievance, arbitration and adverse action provisions of a collective bargaining agreement is a proper subject of negotiations.

☆An increase in intake of new cases in OGC is the sharpest experienced since FY 1981.

☆ULP charges filed against Federal agencies and labor organizations increase markedly from the previous fiscal year. Sharp increase in complaint issuance reflects the impact of "names and home addresses" cases filed.

☆FSIP provides face-to-face assistance in many of the cases filed, helping the parties reach voluntary accords in half of the cases. In all cases, regardless of the procedures used, voluntary settlements accounted for almost a third of the case closings for the year.

☆ The Equalizers get official shirts and hats, valued items surely destined for the Baseball Hall of Fame, Cooperstown.

1988

☆OGC reviews regional offices and determines a need to decentralize administrative functions. OGC also delegates much of the financial management functions to the regional offices. Regional Directors are given increased responsibilities for the hiring of new staff and the purchase of new and replacement equipment, which results in a more effective system of allocating and tracking resources.

☆OGC receives the second highest level of cases to date.

☆Dominant issues presented to FSIP include health and safety (nearly all of which concern smoking) and compressed work schedules.

☆Office of the Solicitor reports record number of pending cases clustered around several themes: the release of names and home address of bargaining unit employees to exclusive representatives; the negotiability of pay and monetary fringe benefits; and bargaining rights for Veterans Administration professional employees.

1989

☆OGC obtains Sharpe facsimile machines for the headquarters offices and for each of the regional offices, improving communications between offices, while also fostering improved communications with agencies and unions.

☆The Authority establishes an Office of Inspector General (OIG) pursuant to PL 100-154; implements a new attorney recruitment program; establishes supervisory/managerial training in the employee assistance program; and develops an automated procurement log.

☆The Office of Administration coordinates several in-house changes, including the development of a Drug Free Workplace Plan; the establishment of a Travel Management Center Program; the reduction of outstanding travel advances; the implementation of the Diners Club

Government Charge Card program to improve agency case management; and the reduction of approximately 8,000 square feet of office space.

☆First FLRA employee newsletter is published.

☆Library purchases West Publication, USMSPB Reporter to assist researchers, and procures ultra-fiche.

☆Headquarters boosts its computing capacity with WANG vs 7110 mini computer.

1990

☆Agency completes a cross-servicing arrangement with the Department of Interior to convert to an integrated accounting, payroll and personnel system. System offers improved managerial controls, better reports, and reduced costs.

☆A financial management audit conducted by an independent auditor finds that the agency's financial statement for FY 1989 is in accordance with generally accepted accounting principles.

☆The Authority begins work on a new automated case-tracking system to update the data base, incorporate litigation records within the data base and facilitate easier production of both standard and ad hoc reports.

☆Employee assistance programs are established in the regional offices to provide assistance and counseling to employees.

☆OGC prepares and distributes a new, easier-to-use charge and petition form.

☆FSIP closes the second largest number of cases in its history (and a significant increase over FY 1989).

☆OGC holds its first all-employee training conference in over ten years in Scottsdale, AZ.

☆Library acquires Personnet, a CD-ROM subscription service which includes FLRA decisions.

1991

☆Agency plans for installation of a state-of-the-art computer system that will provide the capability for an integrated network.

☆OGC converts the New York and Los Angeles Regional Offices to sub-regional offices within the Boston and San Francisco Regions, respectively. Denver and Atlanta Regional Offices move to new quarters.

☆For the first time, the number of settlements prior to issuance of complaints exceeds all other initial dispositive actions in unfair labor practice cases.

☆FLRA begins a labor-management cooperation program aimed at increasing trust, communication and dispute resolution in the Federal workplace. As part of the program, FLRA joins the Equal Employment Opportunity Commission and other Federal agencies in sponsoring a Federal Dispute Resolution Conference.

☆The Office of the Inspector General continues to evolve, and develops, coordinates and disseminates instructions for agency-wide use an OIG Audit Policy, Practice and Procedures, as well as OIG Investigative Policy, Practice and Procedures.

☆Two brochures published to provide the public information on the work of the Agency and work begins on a quarterly summary of Authority decisions to be made available to the public upon request.

☆OGC enhances non-litigious resolution of conflict and creates cooperative labor and management programs by developing formal workshops.

☆Agency receives coveted Winner's Circle Award for Combined Federal Campaign charitable support above goal.

☆The Authority closes over 700 cases - fourth highest figure to date.

☆ Morning-after write-ups on Equalizer games become a regular feature of the Media Flash, making the E's a household topic throughout the Agency.

1992

☆OGC experiences largest one-year increase of caseload in the agency's history. ULP charges and representation cases increase significantly over the previous year. Total available workload reflects a remarkable increase over a ten-year period.

☆The Authority establishes a clearinghouse where labor, management and neutral representatives may acquire information and resources regarding case law developments, as well as labor-management cooperation efforts. A library of current reference materials on labor-management cooperative efforts is developed and pertinent articles and resource materials are published. The "Quarterly Summary of FLRA Decisions" is a well-received part of the clearinghouse.

☆The Authority, in conjunction with the Federal Mediation and Conciliation Service, co-sponsors a symposium on Federal sector arbitration focusing on Federal statutes, rules, and regulations.

☆Agency installs fully integrated microcomputer-based network, standardizing computer hardware, software (notably word processing) and telecommunications throughout the agency. For the first time in the Agency's history, employees are on the same computer system and can communicate electronically.

☆Data base is created enabling all FLRA employees to access electronically Authority decisions, the "Subject Matter Index," the "Citor of Authority Decisions," and Case Summaries.

☆OGC implements new computerized system for collecting and retrieving caseload data. Previously relied on a method of data collection requiring the regional office staffs to manually complete large spreadsheets at the end of each month and then mail them to headquarters for data entry.

☆Chicago Region closes for two days due to a break in the tunnel under the Chicago River.

1993

☆Distribution of the "Quarterly Summary of FLRA Decisions" doubles.

☆First agency-wide Partnership Resolution under President Clinton's EO 12871 created between GSA, NFFE, and AFGE, provides pre-decisional involvement of unions.

☆The Authority publishes a brochure entitled "Developing Labor-Management Partnerships," where parties find guidance for assessing their joint relationships and targeting improvement in those areas where collaborative efforts are possible. The brochure satisfies the requirement under the EO 12871 to create labor-management partnerships.

☆Headquarters accomplishes move to The Westory Building, 607 14th Street NW, Washington, D.C. after being slowed by "Blizzard of the Century." OGC relocates the Washington, Boston, and Chicago Regional Offices, and the Cleveland and Los Angeles Subregional Offices.

☆Conversion to FPPS (Federal Personnel and Payroll System) implemented, including that SF-52, Requests for Personnel Actions, are to be processed electronically.

☆Research data base made available on PC network.

☆Automated procurement system is purchased.

☆Agency implements the Federal Employees Family Friendly Leave Act (FEFFLA), which allows employees to use sick leave to provide care for a family member or for bereavement purposes for family members.

☆First Agency "Bring Your Daughter to Work" celebration.

1994

☆ OGC sends customer survey to over 2,000 management and union representatives soliciting their views on a wide variety of issues.

☆OGC begins convening town meetings in every city where the FLRA has a regional or subregional offices, to reinforce the FLRA's customer commitment and provides many participants their first chance for a face-to-face exchange with the agency's senior officials.

☆Task forces are charged with streamlining procedures and finding alternative approaches to meeting the needs of parties.

☆After nine years of litigation, the Supreme Court rules that unions are not entitled to home addresses of Federal employees.

☆New publication, "Cooperation Crossroads - Developing Labor Management Partnerships" is issued.

☆Regional Offices experience record caseload.

☆ After a series of bad calls, the Equalizer game with the Australian Embassy ends on a note that threatened diplomatic relations between the US and the "Downunder" bunch.

1995

☆The Authority puts into place a case screening mechanism; institutes initial case meetings among Authority staff to identify relevant case law, issues and potential problems; introduces the "In the Loop" forum for staff; develops a user-friendly procedural checklist for use by parties; and makes all Authority cases, Quarterly Summaries and FSIP decisions accessible to parties via electronic bulletin board.

☆Office of Administrative Law Judges launches an Unfair Labor Practice Trial Settlement Project dedicated to promoting the effective voluntary settlements of ULP complaints. During the first three months, most of the cases under the program are settled before trial.

☆OGC develops a comprehensive strategic action plan and issues a "Vision Statement" to focus employees on the goal of creating an organization that effectively and efficiently provides high-quality customer service.

☆Agency-wide strategic action planning effort initiated.

☆FLRA mission statement is adopted.

☆FLRA and Unit of Authority Employees (UAE) enter into Partnership Agreement, forming the FLRA-UAE Partnership Council.

☆FLRA establishes site-based Telecommuting Center at Long Beach TeleBusiness Center, and closes the LA sub-regional office.

☆OPM grants FLRA early-out retirement authority.

☆FLRA Alternative Work Schedule Instruction, designed by the FLRA-UAE Partnership Council, is implemented. Flexible work hours allows agency to accomplish its mission while accommodating individual employee schedule needs.

☆Agency adopts "casual Friday" dress -- an FLRA-UAE Partnership Council initiative.

☆OGC focuses on alternative ways to resolve cases. Results of an Outreach Survey sent to a sampling of over 17,000 management and union representatives who participated shows that approximately 75 percent believe the programs help parties improve their relationship.

☆For first time, FSIP uses experimental approaches to resolve disputes involving the application of interest-based bargaining training to live impasses. FSIP intensifies customer-oriented programs.

☆ The first "FLRA Bulletin" is released. The "Bulletin" integrates separate Component publications and includes Agency-wide activities as well as case summaries.

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1996

☆ The Agency adopts its first Strategic Plan.

☆The three independent components of FLRA establish a joint CADR (Collaboration and Alternative Dispute Resolution) Program. First time in the history of the agency where the three components joined together to create a unified labor-management relations program that targets ADR in all steps of the process.

☆Groundwork established for integration of ADR in pending negotiability cases, and delivery of ADR intervention services.

☆OGC implements the closure of the Philadelphia Subregional Office and redesignates the Cleveland Subregional Office to duty station status. The investigation, litigation and dispute resolution services provided to parties by these offices is provided by the Boston and Chicago Regional Offices at less overall cost to the agency.

☆FSIP issues a report summarizing the results of its first-ever customer survey, resulting in action items to improve quality and timeliness of service including the revision of Panel regulations to permit the filing of requests for assistance by facsimile transmission.

☆Transition made from manual time and attendance recording process to automated.

☆Agency implements a new FLRA Performance Management Plan that includes a two-level performance rating system. The Plan was developed by the FLRA-UAE Partnership Council.

1997

☆Unfair Labor Practice Post Complaint regulations issued and become effective. The new regulations require prehearing conferences and pretrial exchange of information.

☆The Authority's continuing emphasis on issuing quality decisions results in significant increase in decisions reviewed by Court of Appeal being sustained on the merits. No remands of an Authority decision during the last two years.

☆The Authority overhauls its ULP regulations to encourage collaborative dispute resolution and sharpen the issues to be litigated in ULP cases. The revisions incorporate the FLRA settlement judge program.

☆To improve the effectiveness of ULP case processing in the OGC, a Litigation Manual is developed. A "Facilitation, Intervention, Training and Education (FITE) Policy" furthers OGC's initiative of providing leadership in promoting stable and productive labor-management relations in the Federal sector.

☆Agency develops “core competencies” for attorneys and labor relations specialists, to be used as a basis for recruitment, as well as organizational and individual development plans. The competencies define career ladders outlining the skills, abilities, and experiences necessary for accomplishing the agency’s mission. The competencies are developed as a result of an FLRA-UAE Partnership Council initiative.

☆Agency launches its first web site. The site gives parties access to Authority decisions and OGC guidance, press releases and other pertinent information.

☆Technology committees are established to provide computer system users a way to be involved in the implementation of technical initiatives.

☆Human Resources Division (HRD) puts first personnel management instructions on “R” shared drive for access by all employees and issues Handbook for Employees, describing personnel programs and employee benefits.

☆Information Resources Management (IRM) installs new regional network using ISDN technology and installed 50 Pentium computers.

☆Windows 95 replaces Windows 3.1.

1998

☆Debut of Law Library List of Publications.

☆FLRA surveys over 4,400 parties who appeared before it in the preceding two fiscal years, to measure the effectiveness of each of its programs and the impact of its decisions and the General Counsel’s policies and guidance. Respondents affirm the quality of various categories of decisions, but indicate concerns regarding timeliness. Information regarding the survey and future action plans are made available on the FLRA web site.

☆FLRA codifies CADR initiatives in two revised regulations - ULP proceedings and the new negotiability regulations.

☆OALJ voluntary ULP settlement program sets all-time record in FY 1998 for the most complaints referred, greatest number of closures, largest number of successful closures, and highest success rate.

☆IG processes 24 hot line requests and conducts major audit in telecommunications and internal review of FSIP.

☆Agency holds first Employee Appreciation Day.

☆ The Equalizers now rely on having loads of fun on the Mall after having thirteen consecutive years of failing to attain the modest goal of a winning season.

☆The OGC issues its final Investigatory ULP regulations aimed at facilitating dispute resolution and improving the processing of ULP charges. The new regulations go into effect on January 1, 1999.

1999

☆ULP Reinvention Team wins Hammer Award for improving post complaint ULP process to foster early settlement of disputes.

☆OGC makes geographic jurisdiction changes; cases arising in Puerto Rico to be handled by the Boston Region, cases arising in Europe and North Carolina will be handled by the Washington Region, and cases arising in Idaho and Nevada will be handled by the San Francisco Region.

☆The Authority issues its revised Negotiability regulations. The regulations become effective in April 1999.

☆The FLRA website usage increases ten-fold since initial operations. Over 300 users access the site daily.

☆To commemorate the 20th Anniversary of its founding, FLRA hosts two national training conferences in May and June, Denver and Washington DC respectively. The conferences offer training on the rights and obligations under the Statute, skills for resolving disputes through interest based problem -solving, and the regulatory initiative undertaken in the past few years.

☆After 15 years of litigation, the Supreme Court determines that it was appropriate for the Authority to determine whether and under what circumstances Agencies are obligated to engage in Union-initiated, mid-term bargaining.

☆OGC holds Unfair Labor Practice Investigatory Training Conference in Mesa, AZ, focusing on developing OGC employees' investigatory skills and introducing employees to additional investigatory methods.

☆Office of Merit Systems Oversight and Effectiveness, OPM, conducts a review of HRD services and programs, and management's understanding of the merit process. The review consists of a survey, a records review, and discussions with employees and managers. The survey reveals that employees consistently rated the Agency above the government average; and 71 percent are satisfied with their jobs.

☆Training completed agency-wide for WordPerfect 8.0, and new Windows NT network rolled out. Software that is not Year 2000-compliant removed from work stations.

☆Microsoft Outlook Electronic mail system replaces the Shark!mail system.

☆FLRA is named a semifinalist in the highly competitive nationwide Innovations in American Government awards competition, recognizing Federal, state and local initiatives that are original and effective. The agency's innovation is mainstreaming Collaborative Dispute Resolution. Ninety-eight semifinalists were chosen from over 1600 applicants.

☆Five employees are selected for the inaugural "Tier II Training" a three-year leadership development program.

☆FLRA Performance Management Plan is awarded a "Best Practice" by the Association of Government Accountants.

☆ FLRA employees make a whirlwind trip around the country to train customers on the Authority's revised Negotiability regulations. The training is very successful. FLRA trainers demonstrated their flexibility in handling uncertainty. After months of preparing for the Boston training event, on the travel date to Boston, Washington is hit with its biggest snowstorm of the year. The snowstorm leaves two trainers stranded in the Washington airport for 12 hours. After scurrying to make alternate training plans, the trainers finally make it

to Boston, and walk into a full auditorium of cheering New Englanders. The remainder of the training sessions were smooth sailing -- or rather smooth flying!

★☆☆☆ 2000 ★☆☆☆