UNITED STATES OF AMERICA

FEDERAL LABOR RELATIONS AUTHORITY

WASHINGTON, D.C. 20424-0001

April 14, 1999

MANAGEMENT LETTER

TO: Solly Thomas
Executive Director

FROM: Francine Eichler
Inspector General

SUBJECT: Reviewing and revising Pre-1995 delegations of authority, Memoranda of Understandings and Instructions.

While conducting the internal review on the Authority's Case Control Office, I noticed that the Members' delegation of authority to the Case Control Office to perform certain functions (procedural reviews, case submission dismissal, issuance of orders, etc.) was more than 10 years old and signed by a previous Authority Chair. In addition, while trying to update an index of FLRA instructions for use in the current Audit of FY 98 Financial Statements, I noted that most of the FLRA instructions dated back to the early 1980s and have not been updated.

While I am not aware of any statutory requirement to review and update agency instructions for a specific yearly cycle, it has been my experience in former agencies that this practice was performed every 5 to 7 years. Sometimes, revision was merely a matter of review and assertion that the policy was still effective, requiring only some minor changes and a current date and signature. More often, policy had to be rewritten and staffed to reflect current requirements and evolving changes in administrative programs and operations.

I feel very strongly about the necessity and importance of Agency level policy since it defines administrative and program requirements, required compliance, and parameters of acceptable and unacceptable professional conduct of duties for employees. It is difficult to hold people accountable for things which they do not know they are responsible and accountable. Agency level policy and organization level procedures provide the Agency level operational and administrative guidance for conducting operations and programs.

The whole world has changed drastically this last decade and so has the Federal government. I also sense that FLRA has also evolved significantly from its beginning in 1978 and that policies from the 80's and even early 90's may be obsolete or in need of some changes. While I understand that some organizations are engaged in the process of review and revision of policies, I believe a coordinated administrative effort is warranted so that we can have all policies, delegations of authority and memoranda of understanding current by the start of the new millennium. I am attaching an index of current Agency instructions provided by the

Administrative Services Division which will allow you to see how old many of the instructions are. I suggest that reviewing and updating existing policy, delegations of authority, memoranda of understanding and interservice agreements that are more than five years old be an agency wide effort.

Therefore, I recommend that :

1. **All FLRA delegations of authority, memoranda of understanding and instructions, issued prior to 1995 be reviewed and revise, as needed, to reflect current mission-essential requirements, and updated by the commencement of the calendar year 2000.**

2. **Updated policy be distributed to all managers and made available to employees on the FLRA website in one central folder (instead of several as they are now being placed) along with an updated Index of FLRA Instructions .**

While a completion date of 31 December 1999 may be unrealistic, I suggest this initiative be completed during the first 6 months of Year 2000 so that we can start the new millennium with current policy.