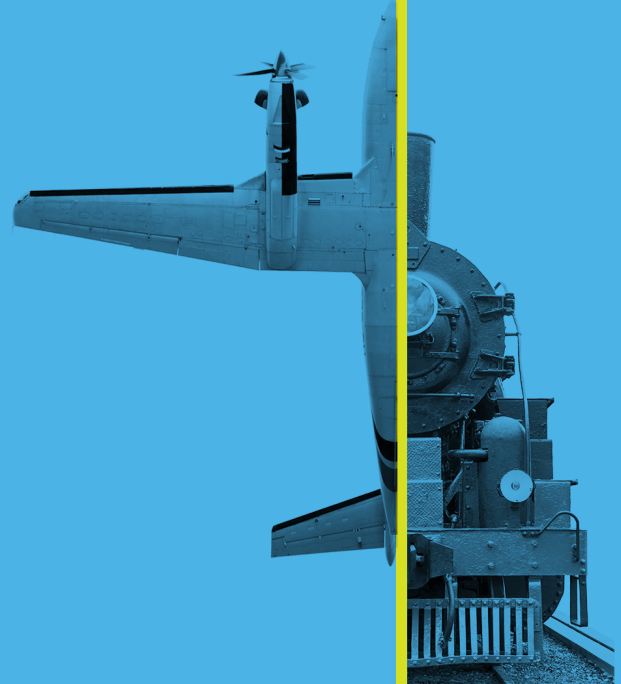


MANAGEMENT DISCUSSION & ANALYSIS

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Chief of Staff Letter

DECEMBER 15, 2014

The National Mediation Board (NMB) is an independent federal agency charged with promoting the resolution of collective-bargaining, representation and grievance disputes in the railroad and airline transportation industries. The agency is headed by a three- member Board, nominated by the President and confirmed by the Senate. Throughout FY 2014, the Board consisted of three Members: Nicholas Geale, Harry Hoglander, and Linda Puchala. The Board self-designates a Chairman, typically on a yearly basis. In FY 2014, the outgoing Chairman was Linda Puchala, the current Chairman is Harry Hoglander, and the incoming Chairman in July, 2015, will be Nicholas Geale.

During Fiscal Year 2014, the National Mediation Board entered its 80th year of public service, promoting harmonious relationships among management and labor organizations in the airline and railroad industries in America.

The Office of Mediation and ADR Services diligently worked to avoid disruptive work stoppages on commuter rail lines in major metropolitan areas. Through the efforts of NMB mediators, Board Members, and a Presidential Emergency Board, contracts for unions representing commuter rail workers serving New York City and the surrounding area are in place. The final tentative agreement for commuter rail workers serving Philadelphia and the surrounding area is out for ratification as this report is being issued. As we enter FY 2015, collective bargaining for the largest freight railroads looms as a major focus for the Board's mediators. Airline cases have been equally challenging in FY 2014, with the continuation of mergers, seniority integration, and major contract negotiations filling the schedules of the mediators, the legal staff and the Board Members. As the year ended and critical negotiations were threatened by the uncertainty of a Continuing Resolution, NMB mediators used online tools to ensure that work continued: one mediator became a "virtual" presence in negotiations as the parties carried the laptop computer with his video connection from main session to caucus and back.

During FY 2014, the Office of Arbitration Services continued to review and revise the allocation of funds for Section 3 arbitration work. For much of the fiscal year the NMB conducted a pilot program shifting payment for arbitration work from a daily rate basis to a pay-per-case basis. As the year ended, a pilot program using a "submissions only" format and an asynchronous online platform was underway. The results of these pilot programs and other reviews of arbitration practices will result in some major upgrades in the Section 3 process during FY 2015.

During FY 2014, the NMB continued to develop and enhance its cloud computing environment, completing a new mediation case management system and upgrading the agency's Corporate Memory and Knowledge Store capabilities.

As FY 2014 came to a close, the NMB was in the process of finalizing a new succession plan and reviewing the strategic plan to further improve NMB service delivery.

In short, I again can report that notwithstanding the many challenges, in FY 2014 the NMB effectively met its program goals.



DANIEL RAINEY
Chief of Staff

MEDIATION AND ADR

MICHAEL KELLIHER, DEPUTY CHIEF OF STAFF

The Office of Mediation and Alternative Dispute Resolution Services (OMAS) manages mandatory Mediation of collective bargaining disputes pursuant to statutory authority under Section 6 of the Railway Labor Act (RLA), which is applicable to both the airline and railroad industries. The ADR component of OMAS offers voluntary dispute resolution programs to the parties including facilitation, grievance mediation, training, and other dispute resolution efforts.

MEDIATION OVERVIEW

The RLA requires labor and management to exert every reasonable effort to make and maintain collective bargaining agreements. Initially, the parties must give notice to each other of their proposals for new or revised agreements. Direct Negotiation between the parties must commence promptly and continue in an effort to conclude a new collective bargaining agreement or to narrow their differences. Should parties fail to reach agreement during direct negotiations, either party or the parties jointly may apply to the NMB for mediation. Following receipt of an application, the NMB promptly assigns a mediator to assist the parties in reaching an agreement. An application for NMB Mediation Services may be obtained from the Agency's web site at www.nmb.gov.

The NMB is obligated under the Act to use its "best efforts" to bring about a peaceful resolution of the dispute. If such efforts do not settle the dispute, the NMB advises the parties and offers Interest Arbitration (proffers arbitration) as an alternative approach to resolving the remaining issues. If either party rejects this offer of binding arbitration, the NMB releases the parties from formal mediation. This release triggers a thirty-day Cooling Off period, during which the Agency continues to work with the parties to achieve a consensual solution to the dispute. However, if an agreement is not reached by the end of the thirty-day period and the President of the United States does not establish an Emergency Board, the parties are free to exercise lawful self-help, which includes carrier-imposed working conditions or a strike by the union/organization.

A flow-chart of mediation procedures can be found in the Mediation section of the NMB website at www.nmb.gov.

MEDIATION HIGHLIGHTS

OMAS saw considerable activity during FY 2014. Mediators used their skills to assist carriers and organizations in finding common ground, and other provisions of the RLA served to help parties reach agreements. Difficult situations, such as consolidating agreements after mergers, and limitations on public funding as well as issues such as health care and compensation provided the grist for negotiations.

Settlements

Representative settlements in FY 2014 in the airline sector were between United/PAFCA, USAirways/IAM, Alaska/IAM, and Piedmont/AFA. In the rail sector Wisconsin Central/BMWED, DM & IR/TCU, AMTRAK/PRLBC and METRA/BLET reached agreements this year.

Presidential Emergency Boards (PEB)

The commuter railroad sector generated three PEB's in FY 2014: PEBs 244 and 245 at the Long Island Railroad and PEB 246 at Southeastern Pennsylvania Transportation Authority (SEPTA). There was a one-day strike at SEPTA in June prior to the creation of the Board. In July the parties at LIRR averted a strike by reaching agreement within days of their ability to exercise self-help. For more information on Emergency Boards, see the PEB section of this annual report.

Remote Facilitation

At Hawaiian Airlines a mediator is successfully using web-based video technology to facilitate a new collective bargaining agreement with the Clerical, Office, Passenger and Fleet Service, and Stores Employees (COPFS) group. At all of these sessions the parties are in Hawaii and the mediator is facilitating from the DC metro area, using technology to progress the case while reducing the cost of facilitation in time and dollars.

Pending Cases

We continue to work with United and its flight attendant union on a merged collective bargaining agreement. On the railroad side, the Class I Railroads will start bargaining with their unions in early FY 2015 and we anticipate that our mediators may be involved in that process sometime in the new fiscal year.

MEDIATION CASES

START PENDING



CASES DOCKETED



CASES CLOSED



END-PENDING



ADR OVERVIEW

In addition to statutory mediation and arbitration services under Sections 6 and 3 of the RLA, the NMB provides voluntary Alternative Dispute Resolution (ADR) services. ADR Services include facilitation, training, grievance mediation, and an Online Dispute Resolution (ODR) program, applying technology to the dispute resolution process.

The primary goal of the NMB's ADR program is to assist the parties in learning and applying more effective, less confrontational methods for resolving disputes. Another goal is to help the parties resolve more of their own disputes without outside intervention, and to use appropriate ODR technology to increase the efficiency and reduce the cost of dispute resolution efforts for the parties.

The NMB established its ADR Services program with the conviction that use of ADR and ODR methods would result in fewer cases progressing to statutory mediation, reducing and narrowing the issues that the parties bring to mediation, and positively affecting working relationships among the parties.

A complete description of and an application for ADR Services may be found on the Agency's web site at www.nmb.gov.

ADR HIGHLIGHTS

Alternative Dispute Resolution (ADR) personnel continued to develop and deliver a wide range of services, including training (T cases), facilitation (F cases), grievance mediation (GM cases), Facilitated Problem Solving (FPS) and Online Dispute Resolution (ODR). These services included training programs and facilitation efforts outside of, and in addition to traditional grievance mediation work.

Training

Training activity was regular and robust in FY 2014, ranging from smaller groups to large, for carriers and organizations alone, and in joint sessions in preparation for negotiations or ongoing grievance mediation. ADR Services trained parties in System Board of Adjustment work, grievance mediation, and Interest Based Bargaining and launched its newest program, Problem Solving for One (PS1), designed to give direction when only one party to a dispute wishes to engage in problem solving.

Facilitation

The use of Facilitation in negotiating contracts has been successful in recent work between carriers and unions as they blend multiple books into joint collective bargaining agreements after mergers. With each experience, the NMB's knowledge base grows, and best practices from the process increase to the parties' benefit.

Grievance Mediation

Interest in Grievance Mediation continues to grow with the parties we serve in both the air and rail sectors. There has been a noticeable increase with the railroads and rail organizations, helping to reduce the case load between the parties for the Arbitration Department, and quickening the resolution of grievances. Grievance Mediation has had some unintended consequences as well, solving problems before they become grievances, and clarifying issues ahead of bargaining.

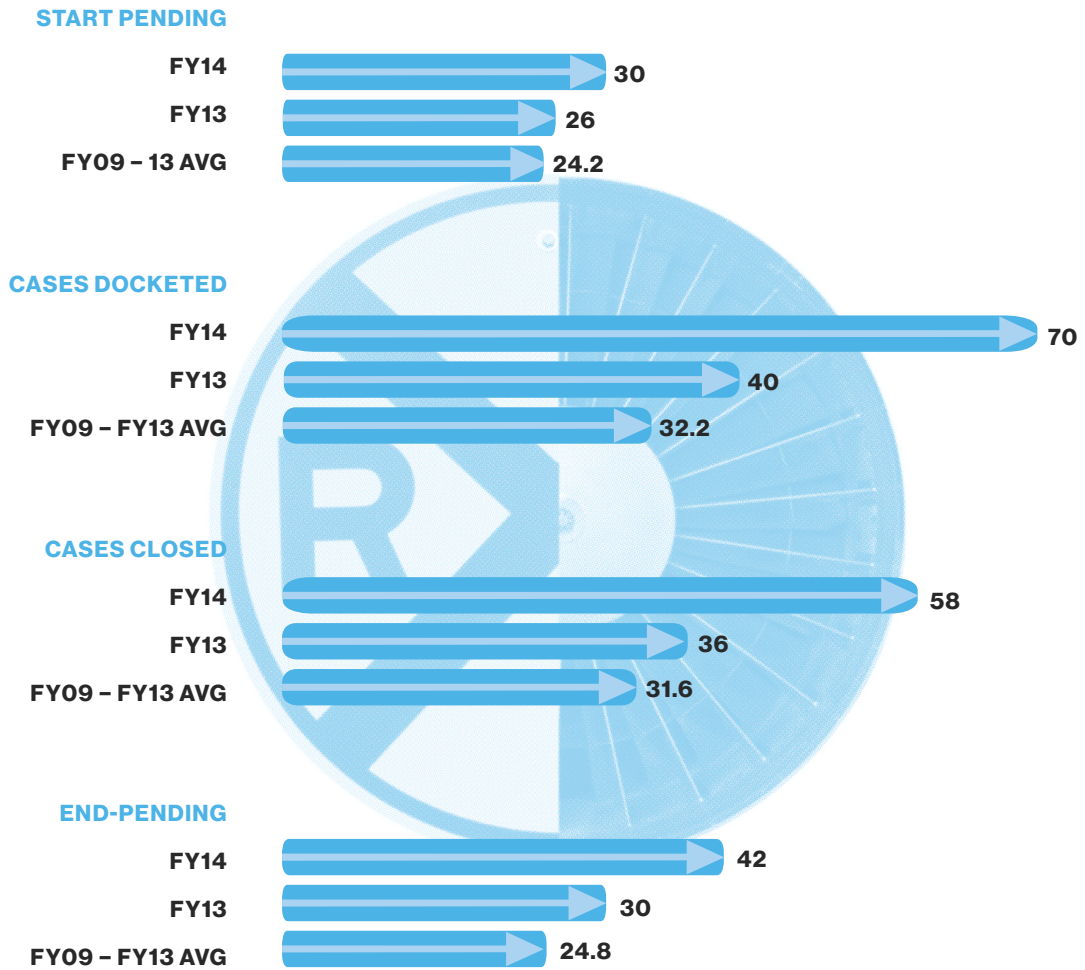
Online Dispute Resolution

The promotion of the use of ODR tools and training has increased demands for ADR services such as Online Video Conferencing, and programs in conjunction with the Office of Arbitration including online arbitrations and "submissions only" arbitrations. Additionally, a new Info Series is being developed that video records areas of interest to the railroad industry in conjunction with the Arbitration Department. As each session is completed, it is being uploaded to the NMB's Lyceum (online training site) accessible through the NMB website at www.nmb.gov.

Partnerships

In partnership with Dominican University, the ADR staff designed and delivered a number of trainings and presentations that provided quality training and complemented employee's and student's career development alike. The partnership has successfully created shared value for all participants. The NMB's Info Series on Arbitration is one example of shared value with Dominican University. The NMB provides content, and Dominican handles the video and editing. Both share use of the videos developed.

ADR CASES



ARBITRATION

ROLAND WATKINS, DIRECTOR

The Office of Arbitration Services manages arbitration of grievance disputes over existing collective bargaining agreements per statutory authority under “Section 3” of the Railway Labor Act (RLA). The RLA provides for both Grievance Arbitration and Interest Arbitration in the airline and railroad industries.

ARBITRATION OVERVIEW

Grievance Arbitration

Grievance Arbitration is a process for resolving disputes regarding the interpretation or application of an existing collective bargaining agreement. Grievances, known as "minor disputes" under the RLA, must be handled through Grievance Arbitration if not otherwise resolved, and cannot be used by the parties to trigger self-help actions.

The NMB has significant administrative responsibilities for the three types of grievance arbitration in the railroad industry. These types include those of the National Railroad Adjustment Board as well as arbitration panels established directly by the labor-management parties at each railroad: Public Law Boards and Special Boards of Adjustment. Grievance Arbitration in the airline industry is accomplished at the various System Boards of Adjustment created jointly by labor and management at the parties' expense.

The NMB furnishes panels of prospective arbitrators for the parties' selection in both the airline and railroad industries. The NMB's Roster of Arbitrators is used for such panels. A request to be placed on the NMB Roster of Arbitrators may be obtained from the Board's web site at www.nmb.gov. The NMB also has substantial financial responsibilities for railroad arbitration proceedings in that it pays the fees and travel expenses of the arbitrators. Grievance Arbitration decisions under the RLA are final and binding with very limited grounds for judicial review.

Interest Arbitration

Interest Arbitration is a process to establish the terms of a new or modified collective bargaining agreement through arbitration, rather than through negotiations. Although the RLA provides an effective process for Interest Arbitration, its use is not statutorily required.

The NMB offers the parties the opportunity to use binding Interest Arbitration when the Agency has determined that further Mediation efforts will not be successful. In addition, the parties may directly agree to resolve their collective bargaining dispute or portions of their dispute through Interest Arbitration. When requested, the NMB will provide the parties with panels of potential arbitrators from which they select an individual to resolve their dispute. However, in most instances, the parties agree to allow the NMB to directly appoint an arbitrator. Interest Arbitration decisions are final and binding with very narrow grounds for judicial appeal.

ARBITRATION HIGHLIGHTS

The Office of Arbitration Services directed its attention to promoting a more efficient Section III process, thereby fostering faster resolution of minor disputes (grievances). The NMB made a well-received move in this regard during FY 2014 by targeting the backlog of grievance arbitration cases for resolution, increasing the number of arbitrators available to hear and decide cases and introducing more technology to the administrative processing of cases with its arbitrators.

The NMB Arbitration program continued its efforts to modernize the processing of minor disputes. The agency improved its already successful program of using the NMB website as a source for many of the forms and documents needed by arbitrators and the parties with the introduction of the new NMB website.

During FY 2014, the NMB revised the Arbitrators Workspace, which has been in operation for several years. The Arbitrators Workspace is a web based information system which gives arbitrators online access to their case information. This system is used by the arbitrators to request work and submit requests for compensation for work. The Arbitrators Workspace replaced numerous hard-copy forms. The revised Arbitrators' Workspace now closes cases quicker and shortens the time for the adding of cases.

The level of grievance activity handled through the NMB Arbitration program increased as compared to the activity in FY 2013. During FY 2014, the parties brought 4,313 cases to arbitration compared to 5,230 cases in FY 2013. In FY 2014, 2,946 cases were closed compared to 3,737 in FY 2013, leaving 5,170 cases pending at the end of FY 2014.

On several occasions during the fiscal year, the Agency met with representatives from the labor organizations and carriers to review its caseload. Carriers included Canadian National Railroad, Norfolk Southern Corporation, Union Pacific Railroad, Burlington Northern Santa Fe, Kansas City Southern Railway and CSX Transportation. The NMB also met with carriers engaged in the transportation of passengers such as Amtrak, Metro North Railroad, SEPTA, New Jersey Transit and Metra. The Office of Arbitration Services met with all of the labor organizations representing employees in the railroad industry. NMB efforts have been directed to facilitating a more efficient Section III process under the RLA, thereby reducing the backlog and furthering the RLA objective of prompt resolution of minor disputes.

The NMB continued its efforts designed to improve the arbitration of grievances under Section III of the Railway Labor Act. The Board had five ambitious goals for this transformation: (1) to ensure that the parties receive timely and outstanding arbitration services from the Board's staff and its contract arbitrators; (2) to ensure that the Board uses e-business capabilities to the maximum extent possible; (3) to ensure that Board procedures are improved through a rulemaking process involving public input; (4) to ensure that arbitrators schedule, hear, and decide cases in a timely manner; and (5) to ensure that NMB resources are used wisely and in accordance with Federal regulations and sound accounting practices.

Annual Case Audit / Backlog

In June 2014, the NMB conducted an intensive audit of all cases pending cases before Public Law boards and Special Boards of Adjustment. The Agency provided the Class-I freight railroads, commuter railroads, regional railroads and all labor organizations representing railroad employees with a list of cases pending on these boards. The feedback from the audit enhanced the accuracy of the NMB case management system.

The National Mediation Board continued its efforts to further reduce the backlog of cases. The NMB now defines the administrative backlog as all cases over two years.

Alternative Dispute Resolution in the Railroad Industry

The NMB actively promoted grievance mediation as an alternative means of dealing with grievances in the railroad industry by reaching out to the largest Class-I freight carriers and the labor organizations. During FY 2014, Arbitration Services made presentations at a meeting of Class-I freight railroads and the labor organizations. The NMB had several grievance mediation cases with carriers in the railroad industry during 2014.

The NMB anticipates continuing its efforts during FY 2015.

Arbitrator Productivity

The NMB continued its efforts to increase arbitrator productivity as a result of changing the six-month rule to a three month rule. Arbitrators who have not issued a decision within three months of a hearing are contacted monthly and encouraged to issue those decisions.

The Agency improved its already successful program of using the NMB website as a source for many of the forms and documents needed by arbitrators and the parties. The NMB used the website to keep the parties and the public informed regarding Section III activities. Arbitrators, parties, and the public use the website to obtain information and forms instantaneously. In FY 2014, the agency posted an improved Arbitrators Caseload Report on the NMB website. The report shows by arbitrator, grievance cases of railroad employees the parties have chosen to pursue. It also indicates whether a case is late (i.e., a decision has not been rendered within 3 months of when a case was heard by the arbitrator). The Arbitrator Caseload Report is real-time in that it has a direct link to an NMB database reflecting updates as they are made by Arbitration Services staff. The availability of information on the website reduces the staff time which ordinarily would be required to respond to questions and requests. The NMB has also placed an NMB NRAB Open Case Report on the website. This report lists all of the open cases at the NRAB. With this report and the Arbitrators Caseload Report, the NMB's entire Section III caseload is on the NMB website (www.nmb.gov).

Pay Per-Case Project

The NMB commenced a project in which six arbitrators were paid on a per-case basis, instead of the normal per-day compensation. This pilot project has been extended into FY 2015. The NMB will evaluate this project during FY 2015.

Knowledge Store

The NMB further expanded its use of technology at the NRAB. All NRAB awards are entered into the Knowledge Store at the same time that they are distributed to the parties. Parties have been trained to and now enter awards into the Knowledge Store. In some instances, valid awards are entered within 24 hours of completion.

ARBITRATION CASES

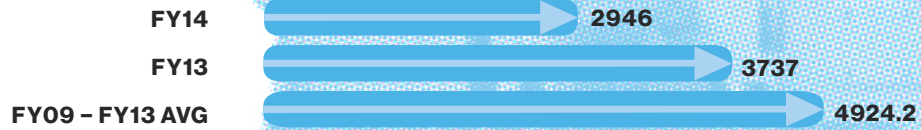
START PENDING



CASES DOCKETED



CASES CLOSED



END-PENDING



ADMINISTRATION

SAMANTHA T. WILLIAMS, ASSISTANT CHIEF OF STAFF, ADMINISTRATION

The Office of Administration facilitates NMB achievement of internal strategic goals and government-wide initiatives.

ADMINISTRATION OVERVIEW

The Office of Administration (OA) provides operational management, leadership and support for the entire agency. These services include: strategic planning and budgeting; accounting and finance; human resources management; procurement and contracting; information technology management and telecommunications; property and space management; and office support.

ADMINISTRATION HIGHLIGHTS

Human Capital

As the NMB moves to take advantage of online services in the personnel arena, the agency is increasing efficiency and effectiveness, the results of which can be seen in the agency hiring process. For internal posting, the NMB routinely completes the hiring process within 30 days. In cases involving delegated examining positions, the NMB continues to show movement toward the 80 day standard process.

The NMB continues to use the E-verify system to ensure that all new appointees are eligible to work. In addition, the NMB conducts three individual surveys for all new hires to assess their intake experience. The results help to improve the training and orientation process for not only the new hires but also as a refresher for our current staff.

Succession planning continues to be challenging for the NMB, but the agency's new Succession and Workforce Plan analyzes the NMB's future staffing requirements and sets forth strategies for adequately recruiting, promoting, and retaining employees.

Training plans, both through the IDP's and the department training plans, stress career development, including details and shadow assignments, as a way to broaden skills and prepare for job transitions. The agency uses internal details when possible to broaden skills and give staff exposure to a range of work possibilities within the agency.

The NMB is working with the Office of Personnel Management and the Department of Interior to improve its human capital operations and payroll. This will continue the NMB's objective of providing all its services electronically.

Information Technology

In accordance with the NMB's Capital Planning Plan, the NMB reviewed options for its information technology equipment while taking steps to move into cloud computing. The NMB has implemented Google Mail, Google Drive and Google Calendar, eliminating on-site servers, and NMB has moved the NMB's Corporate Memory and Knowledge Store to a cloud platform consistent with government requirements.

Continuity of Operations

The NMB participated in the Eagle Horizon 2014 National Level Exercise which included a tabletop exercise to test readiness to exercise objectives related to alert and notification, communications, devolution of control and authority, and reconstitution. Eagle Horizon 2014 is an internally evaluated exercise focusing on reviewing basic continuity procedures, as well as improving understanding of devolution, extended operations, and reconstitution concepts. As part of this exercise, the NMB identified program strengths and areas for improvement.

Financial Performance

The NMB has entered into an agreement with the Bureau of Fiscal Services (BFS) to improve our financial reporting and processing by moving to a newer and more robust online platform, managed for the NMB under contract by BFS. This agreement will place at our fingertips up-to-date financial information that can be used to make efficient financial decisions. The Office of Administration provides budget planning, budget development, and oversight of budget execution. In addition, OA is responsible for the maintenance of the Agency's core accounting system; financial reporting to the Office of Management and Budget (OMB) and Treasury; payments to vendors for goods and services received; issuing bills; and the preparation of the Agency's financial statements which are audited on an annual basis. The NMB continues to work with an outside firm to audit its financial statements. For the sixteenth consecutive year, Allmond & Company reported that the financial statements were presented fairly, in all material respects, and in conformity with U.S. generally accepted accounting principles (GAAP) for Federal agencies. With the lapse in funding, the deadline for the audited financial statements was revised.

Procurement

With the new partnership with BFS, the NMB utilized PRISM to electronically create requisitions, purchase orders, and inter-agency agreements. This system along with new processes and procedures is ensuring that the NMB complies with the applicable rules and regulations governing contracting.

Travel

The NMB currently uses the Concur Government Edition (CGE) Travel Services. CGE is an electronic online system which will reduce the per ticket cost for travelers. This system provides an electronic process for authorization, vouchers, and reimbursement.

Electronic Government

The NMB provides electronic access to all its policies, and the agency continues to use the NMB website to provide information to its internal and external customers. The website provides access to our internal customers by allowing them to access NMB internal forms, the Knowledge Store (providing current and historical information to the public and our external customers), and the NMB Lyceum.

ADMINISTRATION HIGHLIGHTS (CONTINUED)

NMB Corporate Memory

The NMB continues to refine its records and document management program, improving the search engine and further integrating the records database with the agency case management system.

NMB Knowledge Store

NMB staff continued to build and improve the public archive of information available through the NMB Knowledge Store. Currently, the NMB Knowledge Store contains over 100,000 documents in an easily searchable format, including arbitration awards, representation decisions, annual reports, PEB reports, and collective bargaining contracts. During FY 2013, the NMB completed development of a new Knowledge Store interface that speeds recovery of documents and frees the data to reside in the new cloud environment being created by the agency.

Sustainability

The National Mediation Board is committed to reducing greenhouse gases in accordance with Executive Order 13514 (E.O.). During this year, 63 percent of the NMB employees regularly used public transportation. The Agency provides Alternative Work Schedules (AWS) and Telework programs to its employees to reduce the number of commuters. Currently, 37 out of 49 employees participate in the Smart Benefits program for public transportation. We also purchased new environmentally efficient copiers that generate 90 percent less waste than traditional copiers.

PERFORMANCE PLAN AND RESULTS (GPRA)

This report contains FY 2014 accomplishments of the National Mediation Board relating to goals and objectives for Mediation and Alternative Dispute Resolution; Representation; Arbitration; and Administration. These accomplishments enabled the NMB to meet its statutory obligations and provide services to its airline and railroad labor, management and public customers.

PERFORMANCE AND GOALS

Strategic Plan General Goal 1

Mediation and Alternative
Dispute Resolution

01 To provide prompt and appropriate intervention and assistance for disputes involving pay, work rules, and working conditions (major disputes).

FY 2014 Accomplishments NMB standards for mediation services were consistently met from the application process through case management, to the conclusion of cases. Mediators utilize as necessary techniques that range from those supporting conventional bargaining to innovations in facilitated problem solving in complex, multi-party negotiations.

02 Provide appropriate and effective mediator training and continuous development.

FY 2014 Accomplishment Through the use of Individual Development Plans (IDP) each mediator participated in training and development that met their individual needs. In addition, training covering industry specific topics was conducted during the bi-monthly mediator meetings. The partnership with Dominican University provided valuable and specialized training for mediators as they developed and delivered courses in the areas of negotiation and mediation.

03 Pursue innovation in the delivery of mediation and alternative dispute resolution services.

FY 2014 Accomplishment Mediators continued to refine ADR strategies and techniques that addressed the unique needs of parties in negotiations, especially in the instances of merging carriers and unions in the airline sector. In the rail sector, grievance mediation, using facilitated problem solving methods, laid the groundwork for successful conclusion of sections of a collective bargaining agreement. In another instance, parties have begun using ADR tools to integrate several regional provisions into common language.

04 Improve efficiency and effectiveness of NMB programs by providing leading online dispute resolution (ODR) technology and techniques to the Mediators and the parties.

FY 2014 Accomplishments Online video conferencing has become the default method of facilitation for the Hawaiian Airlines/COPFS negotiations, bringing together negotiators in Honolulu, HI and a mediator in Washington, DC. In other instances, mediators make effective use of WebEx technology to remotely share language and discuss proposals. Electronic flip charting was effectively used by the parties to reach tentative agreements in complex cases merging multiple agreements, to track changes in language, and to share information.

Strategic Plan
General Goal 2
Representation

01 Prompt investigation of representation disputes and definitive resolution of employees' representation status for collective bargaining purposes

FY 2014 Accomplishments In most cases, OLA responded to representation applications within 2 business days of receipt by the NMB; assigned an investigator within 2 business days of receipt of the application; determined showing of interest within 45 days of docketing an application; and issued a certification or dismissal the next business day after the ballot count.

02 Ensure that internal and external customer service supports and advances the mission of the NMB.

FY 2014 Accomplishments Requests for assistance or service from internal customers were responded to within one day of the request. External requests for assistance or service were responded to within 2 business days of the receipt of the request.

03 Enhance training and development of OLA staff.

FY 2014 Accomplishments Each OLA staff member updated their individual development plan IDP. Each year OLA employees meet with their manager to update or develop a plan to enhance career related skills. In Fiscal Year 2014 OLA staff took classes related to the Freedom of Information Act (FOIA), government ethics, Mediation (in partnership with Dominican University), the Railway Labor Act, and conflict resolution.

04 Enhance outreach opportunities in the legal, labor relations and alternative dispute resolution communities to better inform stakeholders about developments and increase the skills and experience of OLA employees.

FY 2014 Accomplishments Members of the Office of Legal Affairs continue to actively participate as panelists and attendees at conferences sponsored by the American Bar Association, American Law Institute, and the Association of Labor Relations Agencies. This year OLA attorneys gave presentations on the Railway Labor Act; Ethics in Mediation; and use of Social Media and Technology in Alternative Dispute Resolution. OLA continued to participate in intra-governmental initiatives with other federal agencies such as the Department of Labor, National Labor Relations Board, and the Federal Mediation and Conciliation Service. OLA attorneys serve as both Senior Editors and Contributing Editors of the Railway Labor Act treatise published by the Bureau of National Affairs and completed the 2014 pocket part supplement of the third edition of this treatise.

05 OLA staff provides prompt and efficient assistance to Presidential Emergency Boards.

FY 2014 Accomplishments All OLA staff members are trained on Emergency Board Procedures. OLA maintained continuous industry and agency communication at a level that provided for early preparation for potential Presidential Emergency Boards. OLA attorneys served as counsel to three Presidential Emergency Boards.

Strategic Plan
General Goal 2
Representation
(Continued)

06 OLA maintains concise, relevant reference materials that are readily available to the public and which reduce the number of man-hours used to research and respond to inquiries.

FY 2014 Accomplishments OLA conducted semi-annual reviews of the Representation Manual and web site, updating where appropriate. In FY 2014, OLA reviewed FOIA requests for the last 3 years to determine what documents requested could be posted on the Knowledge Store to decrease the volume of FOIA requests.

07 Expand the use of technology to further streamline and reduce costs in representation and interference investigations.

FY 2014 Accomplishments OLA continued to investigate use of voice recognition software and other cost and time saving mechanisms in taking employee statements during interference investigations and drafting representation determinations.

Strategic Plan
General Goal 3
Arbitration

01 Arbitration will provide outstanding service delivery to internal and external customers.

FY 2014 Accomplishment An audit was conducted of the administrative caseload processes, and procedures governing public law boards and system boards of adjustments, were reviewed with the goal of streamlining procedures. Procedures at the NRAB were also reviewed. Grievance mediation was introduced to successfully resolve several aged cases at the NRAB.

02 Arbitration will engage in active roster development for the contract arbitrators serving the airline and railroad industries.

FY 2014 Accomplishment NMB worked with the American Bar Association to increase the pool of minority arbitrators. NMB commenced a training program with Dominican University to train minority arbitrators for railroad arbitration.

03 The Office of Arbitration Services will be a center of innovation in the resolution of "minor" disputes.

FY 2014 Accomplishment The NMB met with the Arbitration Forum several times during FY 2014. NMB also commenced a review of all grievance mediation cases.

Strategic Plan
General Goal 4
Administration

01 Provide outstanding service delivery to internal and external customers.

FY 2014 Accomplishment The Office of Administration responded to all requests for assistance or service from internal and external customers as soon as received. In addition, new Employee Orientation training was completed for each new employee

02 Provide timely, efficient and responsible stewardship of the NMB's fiscal resources.

FY 2014 Accomplishment The NMB worked with BFS to ensure that the required financial reporting is prepared and submitted timely.

03 Ensure agency spending and budgets are transparent and provide the necessary support for each of the agency's missions throughout the whole fiscal year.

FY 2014 Accomplishment The NMB has an agreement with BFS to handle the agency's financial management system and integrated PRISM (a web based procurement system) into its procurement process. The NMB works with the BFS on a regular basis to ensure that the quarterly apportionment is not exceeded.

04 Improve agency efficiency and public communications through cost effective information and communications technology improvements, including implementing Enterprise Architecture (design, secure and document) the emerging cloud, mobile, and other mechanisms.

FY 2014 Accomplishment The NMB completed its transition into the cloud environment for e-mail, calendars, contacts, and records. With this change, the NMB eliminated the majority of its in-house servers and made possible a revision and reduction in price of its network support contract.

05 Continue to ensure that NMB Information is secure while maintaining a government-leading information and communication technology system.

FY 2014 Accomplishments The NMB ensures that all information that contains Private Personnel Information (PPI) is password protected when transmitting electronically.