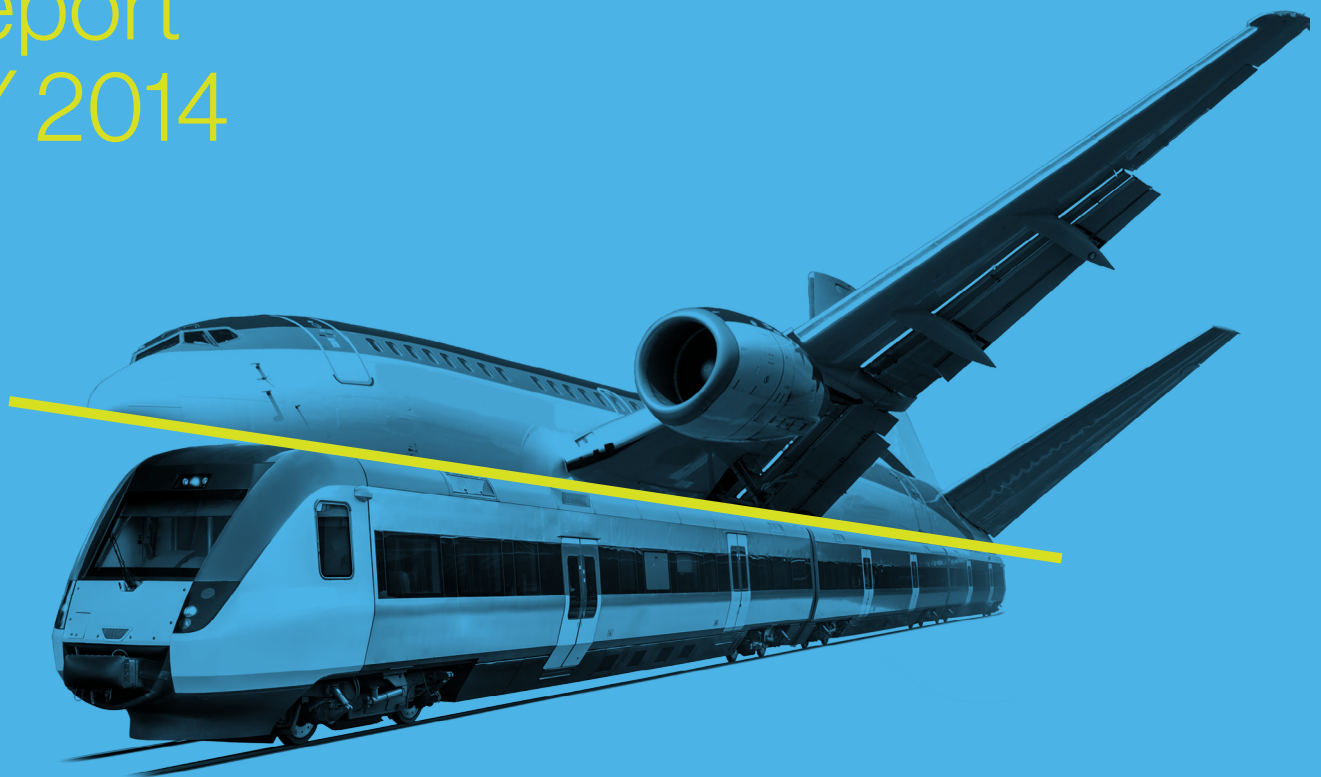


NMB

NATIONAL MEDIATION BOARD

Annual
Performance
and Accountability
Report
FY 2014



Chairman's Letter

DECEMBER 15, 2014

Dear Mr. President:

As we enter fiscal year 2014, it is stunning to reflect on the eighty years of changes that have reshaped the cultural, social, and labor environments in which we live and work.

The NMB was created in 1934, bringing stability to the transportation sector of the U.S. economy in a time of great distress – the heart of the Great Depression.

- In 1934, the unemployment rate “improved” to 22% (down from 25% in 1933).
- In 1934: the average price of a new house was about \$6,000.00; the average annual income was about \$1,600.00; a gallon of gas could be bought for 10 cents.
- In 1934, the Sikorsky S-42 (the first transoceanic flying boat) had its maiden flight.
- In 1934, the Flying Scotsman became the first steam locomotive to be clocked at 100 miles per hour.
- In 1934, the Loch Ness Monster was sighted for the first time.
- In 1934, if a mediator wanted to talk with parties on the west coast, it took almost four hours to place a telephone call from Washington, D.C., to Los Angeles. Telegrams were the preferred communication device. Now we have a choice of SKYPE, cell phones, and a variety of Internet-based communication channels.
- Back in 1934, if the NMB assigned a mediator to address a railroad dispute in Alaska, it took 11 days to get there. That trip involved air, train, boat, and automobile. Today, under similar circumstances, it takes less than seven hours by air.
- In 1934, all grievance case materials were hand-typed and snail-mailed to the parties; many cases involved twenty pounds of material. We now can use a CD as the method of case review. The CD weighs 1.8 ounces. Or we can post the material to the cloud for review. What does “the Internet” weigh?

Such dramatic changes – and many more to come in the future.

But one thing has not changed: the National Mediation Board has been and will continue to be an influence for stability and labor harmony in two of the most important elements of the transportation system in the United States – the airlines and railroads. In 1934, virtually all medium and long-distance passenger traffic moved by rail, and rail is still an important and integral part of the U.S. transportation system. In 1936, the airlines were added to the NMB's mission, and they have become the dominant means of moving people over medium and long-distances. In 2014, a strike on a commuter rail system can strand literally millions of people and play havoc with commerce. A strike on a major freight railroad can strike a crippling blow to the U.S. economy. A strike on a major airline can ground business and tourism, again damaging major sections of the country and the economy. From 1934 until now, the NMB's work has consistently meant that, of all the things American citizens have to worry about, critical disruption of the transportation system due to labor strife is not one of them.

Happy 80th Anniversary NMB!



HARRY R. HOGLANDER
Chairman

NIMB 80TH ANNIVERSARY

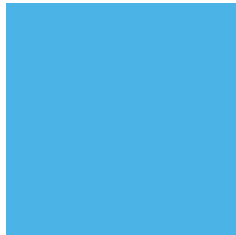
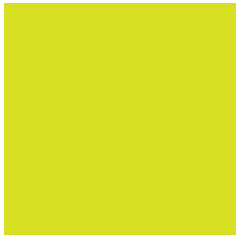
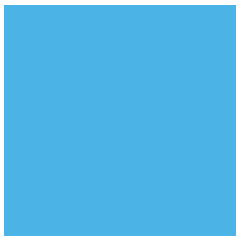
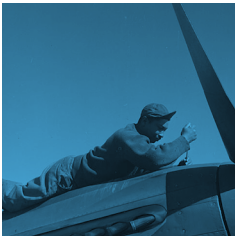
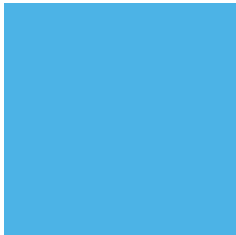
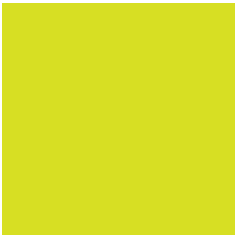
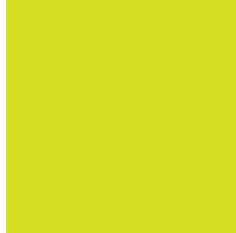
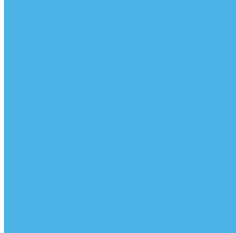


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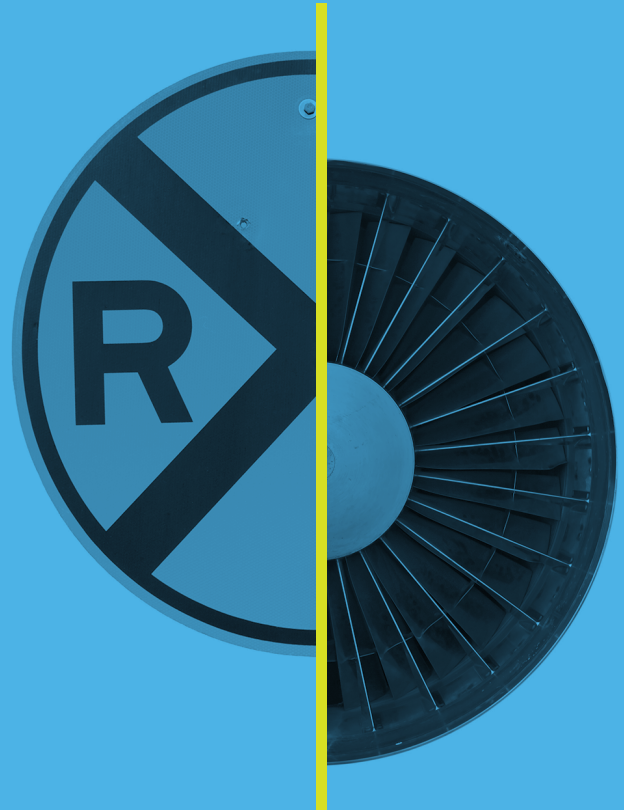
ABOUT THE NMB

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Mission Statement

The National Mediation Board (NMB) was established by the 1934 amendments to the Railway Labor Act (RLA) of 1926. It is an independent, federal agency performing a central role in facilitating harmonious labor-management relations within two of the nation's key transportation sectors: the railroads and airlines.

The NMB is headed by a three-member board nominated by the President and confirmed by the Senate. Although appointed for three-year terms, members may serve until replaced. The members self-designate a Chairman, typically on a yearly basis.

Pursuant to the Railway Labor Act*, the Agency's integrated dispute-resolution processes are designed to promote the following three statutory goals, enabling the National Mediation Board to effect its mandate to minimize work stoppages in the railroad and airline industries:

1. The resolution of disputes arising out of the negotiation of new or revised collective bargaining agreements.

2. The effectuation of employee rights of self-organization where a representation dispute exists; and

3. The resolution of disputes over the interpretation or application of existing collective bargaining agreements.

In order to realize these goals, the NMB Chief of Staff oversees an Office of Administration and two offices that house program areas: (1) Office of Mediation and ADR Services, and (2) Office of Arbitration Services. The Office of Legal Affairs constitutes the third program area and is overseen by NMB's General Counsel. For further information, see the Management Discussion and Analysis section of this Annual Report.

* The Railway Labor Act (RLA) provides a comprehensive statutory framework for the resolution of labor-management disputes in the airline and railroad industries. Enacted in 1926 as a collaborative effort of labor and management, the RLA succeeded several previous federal statutes dating back to 1888. The 1926 Act provided for mandatory Mediation and voluntary Arbitration of railroad disputes in contract negotiations, as well as for Presidential Emergency Boards to enhance dispute resolution. Key amendments to the Act in 1934 established a three-member National Mediation Board (NMB) and authorized the resolution of employee Representation disputes by the NMB. In 1936, the jurisdiction of the RLA was expanded to include the airline industry. The 1981 amendment to the Act permitted the creation of specialized Presidential Emergency Boards for collective bargaining disputes at certain commuter railroads.

NMB Structure

CHAIRMAN AND MEMBERS OF THE BOARD

HARRY R. HOGLANDER ¹ Chairman	LINDA A. PUCHALA ² Member	NICHOLAS C. GEALE Member
Robin Stein Confidential Assistant	Olybia Angelopoulos Confidential Assistant	Shawn Packer ³ Confidential Assistant

EXECUTIVE DIRECTORS

OFFICE OF CHIEF OF STAFF

DANIEL RAINEY Chief of Staff	Charles Montague Chief Information Officer
	Dean Wagner Program Analyst
	Timothy Strickler Contractor
	Conner Parker Intern

OFFICE OF LEGAL AFFAIRS

MARY JOHNSON General Counsel	Cristina Bonaca Counsel
Maria-Kate Dowling Associate General Counsel	Angela Heverling Counsel
Norman Graber Counsel	Tonya Kirksey Paralegal Specialist
Eileen Hennessey Counsel	Elijah Crayton Program Support Specialist

DIRECTORS

OFFICE OF MEDIATION AND ADR

MICHAEL KELLIHER ⁴ Deputy Chief of Staff	James Mackenzie
Patricia Sims Senior Mediator	Victoria Gray
Terri D. Brown Senior Mediator	Walter Darr
Denise Hedges Senior Mediator (ADR)	Andrew Nordgren Mediators
John Kane	LoValerie Mullins Mediator (ADR)
John Livingood	April Dawson Conflict Resolution Specialist
Anthony Tosi	Karen Burton Mediation Program Specialist
Gerry McGuckin	

OFFICE OF ARBITRATION

ROLAND WATKINS Director
Carol Conrad Supervisory Program Management Specialist
Darrell Dancer Paralegal Specialist
Tia Little Arbitration Program Specialist
Kimberly McCann Arbitration Program Specialist (Chicago)
Linda Gathings Arbitration Program Specialist (Chicago)

OFFICE OF ADMINISTRATION

SAMANTHA T. WILLIAMS ⁵ Assistant Chief of Staff, Administration
Denise M. Murdock Program & Management Analyst
Eric B. Johnson Budget & Financial Analyst
Bruce Conward, Jr. Support Service Specialist
Terran C. Walker Support Service Specialist
Genet Kidane ⁶ Contractor

¹ Became Chairman on July 1, 2014.

² Served as Chairman in fiscal year 2013 through June 30, 2014.

³ Joined NMB on December 5, 2013.

⁴ Became Deputy COS on June 29, 2014.

⁵ Became Assistant COS of Administration on August 10, 2014.

⁶ Contractor; joined NMB on June 30, 2014.

Board Members



HARRY R. HOGLANDER Chairman

Chairman Hoglander was first confirmed as a Member of the National Mediation Board (NMB) by the United States Senate on August 1, 2002; his fourth and most recent confirmation came on August 1, 2013. Chairman Hoglander has been named four times as Chairman of the Board, most recently from July 1, 2012, through June 30, 2013.

Prior to joining the Board, Chairman Hoglander served as a Legislative Specialist in the office of Congressman John Tierney of Massachusetts with responsibilities in Transportation issues including aviation, rail and maritime, Labor, Defense and Veterans Affairs.

Chairman Hoglander has an extensive background in the aviation industry and labor relations, having flown as a Captain for Trans World Airline (TWA) and elected Master Chairman of TWA's Master Executive Council. He was also elected Executive Vice-President of the Air Line Pilots Association. After leaving TWA, Chairman Hoglander was named Aviation Labor Representative to the United States Bi-Lateral Negotiating Team by then Secretary of State James Baker.

Chairman Hoglander was also a pilot in the United States Air Force, retiring with the rank of Lt. Colonel. He graduated from Suffolk University Law School and is a member of the Florida Bar.

Chairman Hoglander and his wife Judith reside in Gloucester, Massachusetts. They have six grown children.



NICHOLAS C. GEALE Member

Member Geale was confirmed by the United States Senate on August 1, 2013. He assumed his position with the National Mediation Board (NMB) on August 19, 2013.

Immediately prior to joining the NMB, Mr. Geale served as the Director of Oversight and Investigations for Ranking Member Lamar Alexander on the U. S. Senate Health, Education, Labor and Pensions Committee. His primary responsibilities included investigating waste, fraud and abuse in government programs, and he worked with agency Inspectors General and the Government Accountability Office in that capacity. He also evaluated and advised the Committee on Presidential nominees and assisted the Health, Education, Labor and Pensions policy teams in evaluating government programs. Before becoming Director of Oversight, Mr. Geale served as Oversight and Investigations Counsel on the Committee for two years for Ranking Member Michael B. Enzi.

Prior to joining the HELP Committee, he was first an Attorney/Advisor to the Solicitor and then the Counselor to the Deputy Secretary at the U.S. Department of Labor under the leadership of Secretary Elaine L. Chao. In both those roles, Mr. Geale assisted the Department in implementing policies for over 180 laws under its jurisdiction and managing the Department's 15,000 employees. Prior to federal service, Mr. Geale had six years of experience in labor and employment matters, general commercial litigation and alternative dispute resolution in private and public practice, including serving as Assistant General Counsel for the Washington Metropolitan Area Transit Authority. Mr. Geale graduated from Georgetown Law in 1999 and Claremont McKenna College in 1996.



LINDA A. PUCHALA
Member

Member Linda A. Puchala was first confirmed as Member of the National Mediation Board by the United States Senate on May 21, 2009. She was sworn into office on May 26, 2009, and previously served as Chairman from July 1, 2013 through June 30, 2014. Her most recent Senate confirmation came on August 1, 2013.

Prior to becoming a Member, Ms. Puchala served 10 years at the National Mediation Board as a Mediator, Sr. Mediator (ADR) and the Associate Director of Alternative Dispute Resolution Services. Ms. Puchala's prior labor relations experience includes work as International President of the Association of Flight Attendants-CWA, AFL-CIO and Staff Director, Michigan State Employees Association, AFSCME, AFL-CIO.

Ms. Puchala resides in Glen Burnie, Maryland, and holds a Bachelor's degree in Business Administration from Cleary University in Howell, Michigan. She has two daughters, Jennifer Adams and Jessica Puchala.

Executive Directors



DANIEL RAINEY
Chief of Staff

Daniel Rainey is the Chief of Staff for the National Mediation Board. He joined the NMB from private practice in ADR and conflict management in April, 2001.

As Chief of Staff, he is responsible for managing the agency's internal programs, and he has full responsibility for implementing the Board's policies in all matters coming under its jurisdiction in the administration of the Railway Labor Act, except for those related to the Board's legal representation program and FOIA requests.

Immediately prior to coming to the NMB, Mr. Rainey was the owner / president of a consulting firm specializing in conflict management, conflict intervention, and training. From 1978 through 1990, he was a faculty member and administrative faculty member at George Mason University.

His memberships and associations include: the Association for Conflict Resolution, the American Bar Association Section of Dispute Resolution, the National Center for Technology and Dispute Resolution, and the Conflict Resolution Quarterly Editorial Board.



MARY JOHNSON
General Counsel

Mary L. Johnson is General Counsel of the National Mediation Board. As General Counsel, she serves as the Chief Legal Officer of the agency and manages the Board's representation program and a legal program which includes litigation. In this role, Ms. Johnson provides legal advice to the Board Members and agency staff. In addition, she ensures compliance with the Freedom of Information Act, Government in the Sunshine Act, and other statutes.

Ms. Johnson received her Juris Doctor from the University of Connecticut School of Law and her A.B. from Barnard College. She is a member of the Connecticut Bar and public Co-chair of the Railroad and Airline Labor Committee of the Labor and Employment Law Section of the American Bar Association.

Directors



MICHAEL KELLIHER
Deputy Chief of Staff

Michael Kelliher joined the National Mediation Board in August, 2010 as a Mediator. In that capacity, he handled both airline and railroad mediation cases, and conducted Interest Based Bargaining, Facilitative Problem Solving, Grievance Mediation, and System Board of Adjustment training. Currently, Mr. Kelliher serves as the Deputy Chief of Staff and has overall responsibility for the administration and management of mediation cases in the airline and railroad industries as well as the Agency's Alternative Dispute Resolution Program.

Mr. Kelliher brought thirty years of labor relations experience to the Board. He worked in a variety of capacities as a labor advocate, including a term as President of the Association of Professional Flight Attendants. Prior to joining the Board, he taught as an adjunct professor of management in the Brennan School of Business at Dominican University in River Forest, IL.

Mr. Kelliher earned his undergraduate degree and MBA from Dominican University. He holds a certificate in mediation from Northwestern University's School of Continuing Studies and earned an Ombudsman certificate from the United States Department of Defense.



SAMANTHA T. WILLIAMS
Assistant Chief of Staff, Administration

Samantha T. Williams is the Assistant Chief of Staff for Administration at the National Mediation Board. Her federal government experience, which spans over 16 years, includes Human Resources, Human Capital, Budget Formulation and Execution, Financial Management, Procurement and Contracting, Audit Management, Strategic Planning, Organizational Management, Mediation, Grievance Mediation, and Conflict Coaching. Ms. Williams is responsible for the Board's Administrative Management functions including Strategic planning; Budgeting Formulation and Execution; Accounting and Finance; Human Resources Management; Space and Facilities Management; Procurement and Contracting; and Internal Audit and external audit control. In addition, she provides an overall management framework to support the Agency's acquisition system to ensure that it effectively and efficiently supports essential agency programs and initiatives

Prior to joining the NMB in 2005, Ms. Williams was employed by the National Capital Planning Commission where she served in many capacities providing advice and guidance to the Administrative Officer and Senior Management on matters related to Property Management, Space and Facility Management, Procurement, Human Resources Management, Strategic Planning, Accounting and Finance, and Budget Formulation and Execution.

Ms. Williams holds a Bachelor of Science in Business Management with a minor in Computer Studies from the University of Maryland, and she also holds a Masters in Conflict Resolution from Dominican University. Additionally, Ms. Williams is an Emerging Human Resources alumni from the non-profit organization Partnership for Public Service Program. She has certifications in Mediation Skills, Conflict Coaching, and Online Dispute Resolution. Ms. Williams received training in Mediating and Arbitrating in the Federal Sector at Cornell University's ILR School-the Sheinman Institute on Conflict Resolution. Ms. Williams is a member of the Association for Conflict Resolution, and also serves as the NMB's principal management official on the Small Agency Council Executive Committee.

Directors (CONTINUED)



ROLAND WATKINS
Director, Office of Arbitration Services

Roland Watkins joined the National Mediation Board in February, 1980. During his career at the Board, he has been a Senior Hearing Officer and Legal Counsel. He has also served as counsel/special assistant to numerous Presidential Emergency Boards and Congressional Advisory Boards.

Currently, Mr. Watkins serves as the Director of the Arbitration Department, where he is responsible for all aspects of Grievance and Interest Arbitration in the airline and railroad industries. These responsibilities include administering railroad Public Law Boards, Special Boards of Adjustment and Arbitration Boards. He serves as the Administrator for the National Railroad Adjustment Board which is located in Chicago, Illinois.

Mr. Watkins received his B.A. degree in Economics from Lafayette College located in Easton, Pennsylvania, and his Juris Doctor from Cornell Law School in Ithaca, New York. He is a member of the Railroad and Airline Labor Committee and the Dispute Resolution Committee of the Labor and Employment Law Section of the American Bar Association.

Registry of Board Members

NAME	START DATE	END DATE
Nicholas C. Geale	08-19-13	Active ³
Linda A. Puchala	05-26-09	Active ¹
Elizabeth Dougherty	12-13-06	06-02-12
Read Van de Water	12-11-03	05-22-09
Harry R. Hoglander	08-06-02	Active ²
Edward J. Fitzmaurice, Jr.	08-02-02	12-13-06
Francis J. Duggan	11-22-99	11-21-03
Magdalena G. Jacobsen	12-01-93	08-02-02
Ernest W. DuBester	11-15-93	08-01-01
Kenneth B. Hipp	05-19-95	12-31-98
Kimberly A. Madigan	08-20-90	11-30-93
Patrick J. Cleary	12-04-89	01-31-95
Joshua M. Javits	01-19-88	11-14-93
Charles L. Woods	01-09-86	01-15-88
Helen M. Witt	11-18-83	09-18-88
Walter C. Wallace	10-12-82	07-01-90
Robert J. Brown	08-20-79	06-01-82
Robert O. Harris	08-03-77	07-31-84
Kay McMurray	10-05-72	07-01-77
Peter C. Benedict	08-09-71	04-12-72
David H. Stowe	12-10-70	07-01-79
George S. Ives	09-19-69	09-01-81
Howard G. Gamser	03-11-63	05-31-69
Robert O. Boyd	12-28-53	10-14-62
Leverett Edwards	04-21-50	07-31-70
John Thad Scott, Jr.	03-05-48	07-31-53
Francis A. O'Neill, Jr.	04-01-47	04-30-71
Frank P. Douglass	07-03-44	03-01-50
William M. Leiserson	03-01-43	05-31-44
Harry H. Schwartz	02-26-43	01-31-47
David J. Lewis	06-03-39	02-05-43
George A. Cook	01-07-38	08-01-46
Otto S. Beyer	02-11-36	02-11-43
John M. Carmody	07-21-34	09-30-35
James W. Carmalt	07-21-34	12-02-37
William M. Leiserson	07-21-34	05-31-39

¹ Term expires July 1, 2015.

² Term expired July 1, 2014.

³ Term expires July 1, 2016.

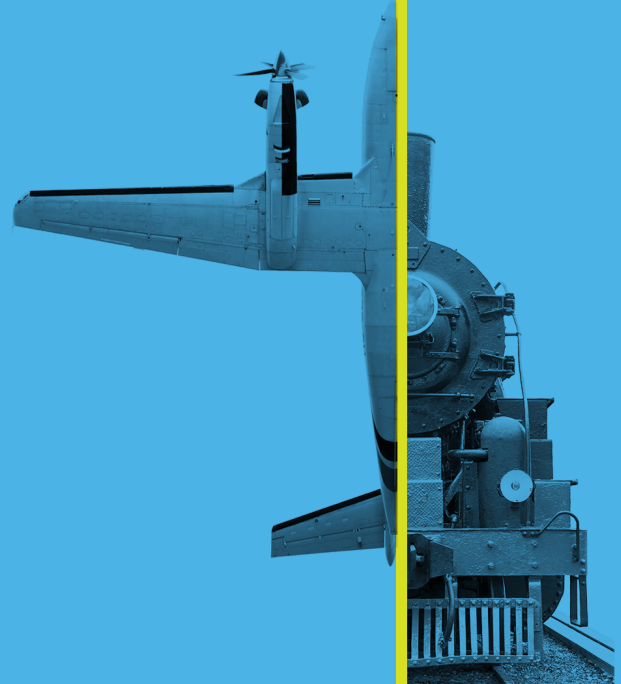
80 YEARS OF
RESOLVING LABOR
MANAGEMENT DISPUTES

1934 - 2014



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.

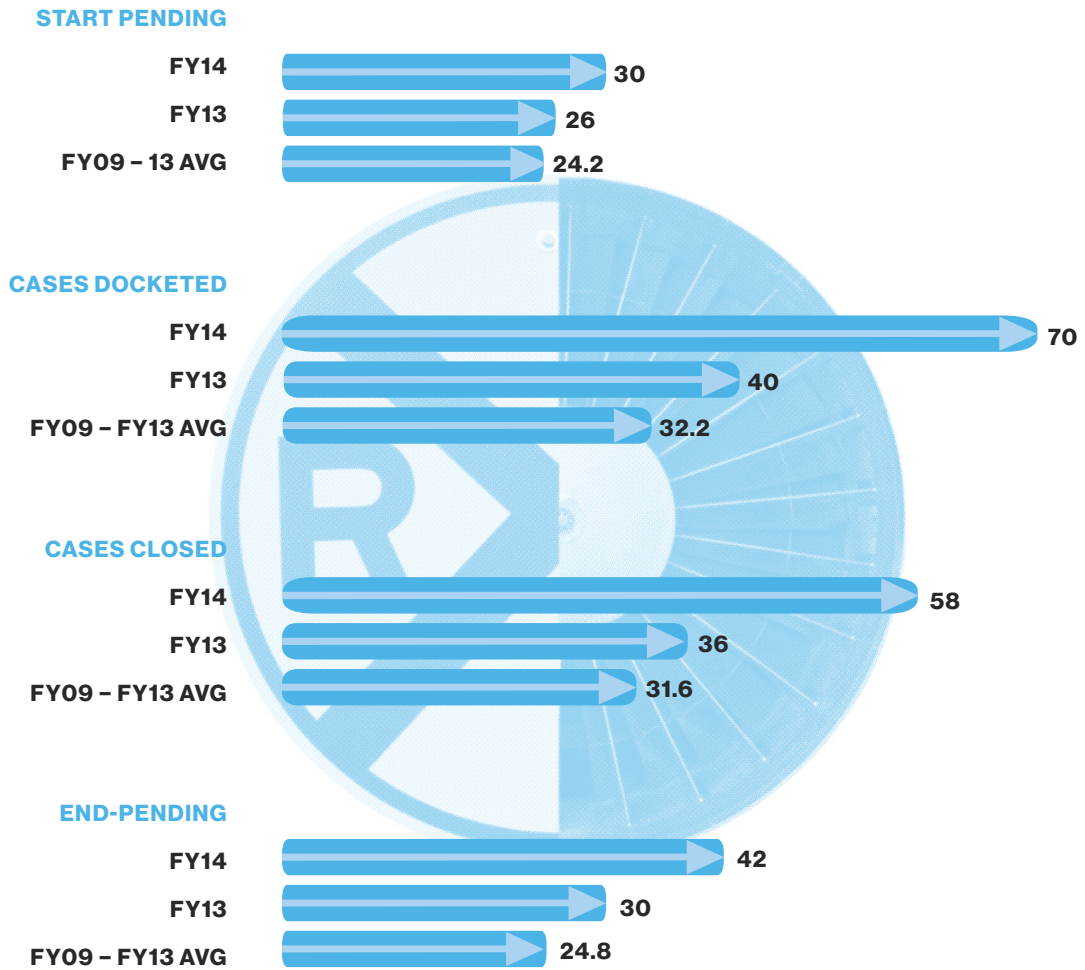
Online Dispute Resolution

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.

REPRESENTATION AND PRESIDENTIAL EMERGENCY BOARDS

37 Representation
42 Presidential Emergency Boards



REPRESENTATION AND PEBS

MARY JOHNSON, GENERAL COUNSEL

The Office of Legal Affairs investigates representation issues; conducts elections for the purpose of determining collective bargaining representatives in the airline and railroad industries; and oversees post-mediation activities that lead or may lead to the establishment of Emergency Boards by the President of the United States (PEBs). The General Counsel also serves as legal counsel for the NMB.

Representation

OVERVIEW

Under the Railway Labor Act (RLA), employees in the airline and railroad industries have the right to select a labor organization or individual to represent them for collective bargaining. Employees may also decline representation. An RLA representational unit is “craft or class,” which consists of the overall grouping of employees performing particular types of related duties and functions. The selection of a collective bargaining representative is accomplished on a system-wide basis, which includes all employees in the craft or class anywhere the carrier operates in the United States. Due to this requirement and the employment patterns in the airline and railroad industries, the Agency’s representation cases frequently involve numerous operating stations across the nation. [An application for a representation investigation may be obtained from the Agency’s web site at www.nmb.gov.]

If a showing-of-interest requirement is met, the NMB continues the investigation, usually with a secret Telephone/Internet election. Only employees found to be eligible to vote by the NMB are permitted to participate in elections. The NMB is responsible for determining RLA jurisdiction, carrier status in mergers, and for ensuring that the requirements for a fair election process have been maintained without “interference, influence or coercion” by the carrier. If the employees vote to be represented, the NMB issues a certification of that result which commences the carrier’s statutory duty to bargain with the certified representative.

In many instances, labor and management raise substantial issues relating to the composition of the electorate, jurisdictional challenges, allegations of election interference, and other complex matters which require careful investigations and ruling by the NMB.

REPRESENTATION CASES

START PENDING



CASES DOCKETED



CASES CLOSED



END-PENDING



REPRESENTATION HIGHLIGHTS

The NMB Office of Legal Affairs (OLA) continues to operate at a high level of quality and efficiency. As a review of customer service and performance standards will attest, the Agency's Representation program consistently achieves its performance goals, delivering outstanding services to the parties and the public.

Due to a lapse in appropriations, the NMB's operations were curtailed from October 1 through October 16, 2013. The OLA staff closed 37 cases and also docketed 39 cases during the year. With the Agency resources requested for 2014 and 2015, it is estimated that 53 representation cases will be investigated and resolved in each year.

Case Summaries

Representation disputes involving large numbers of employees generally are more publicly visible than cases involving a small number of employees. However, all cases require and receive neutral and professional investigations by the Agency. The NMB ensures that the employees' choices regarding representation are made without interference, influence or coercion. The case summaries that follow are examples of the varied representation matters which were investigated and resolved by the NMB during FY 2014.

American Airlines / US Airways

On January 10, 2014, pursuant to the NMB's Merger Procedures and NMB Representation Manual Section 19.3, American Airlines notified the NMB that "on December 9, 2013, American Airlines Group, Inc., (formerly known as AMR Corporation) and US Airways Group, Inc., implemented a merger agreement dated February 13, 2013, resulting in the former's acquisition of the latter, including its wholly owned subsidiary US Airways, Inc." Subsequently, the NMB received applications for investigation and determination of whether American Airlines and US Airways (collectively the New American) were operating as a single transportation system. With regard to each application, the Board conducted an investigation to determine whether a single transportation system existed for representation purposes under the RLA.

Flight Deck Crewmembers On January 15, 2014, the Allied Pilots Association (APA) filed its application covering almost 15,000 employees in the Flight Deck Crewmember craft or class. APA represents this employee group at the pre-merger American and the US Airline Pilots Association (USAPA) is the representative at US Airways. Based on the applications of its single carrier criteria to the facts disclosed by the investigation, the Board determined that there was substantial integration of operations, financial control, and labor and personnel functions. The Board also found that the absence of seniority integration cannot by itself preclude a single carrier determination. American Airlines/US Airways, 41 NMB 174 (August 8, 2014).

Passenger Service On April 3, 2014, the CWA/IBT Association filed an application covering over 14,000 employees in the Passenger Service craft or class at the New American. Based on its investigation, the Board determined that American Airlines and US Airways have clearly combined their operations from a managerial and labor relations perspective and have taken substantial steps toward operational integration. American Airlines./US Airways, 41 NMB 90 (June 19, 2014). Having determined that a single transportation system exists, the Board proceeded to examine the potential representation consequences. The Board's investigation disclosed that there are approximately 8,287 Passenger Service Employees on the pre-merger American and approximately 6,544 on the pre-merger US Airways. Since the numbers of employees in the craft or class on each part of the system are comparable, the Board authorized an election among the craft or class of Passenger Service Employees on the New American. American Airlines, Inc./US Airways, Inc., 41 NMB 143 (July 24, 2014).

American Airlines / US Airways (Continued)

Flight Attendants On June 9, 2014, the Association of Professional Flight Attendants (APFA) and the Association of Flight Attendants-CWA (AFA) jointly filed an application covering over 24,000 employees in the Flight Attendant craft or class at the New American. APFA represents the Flight Attendant craft or class at pre-merger American and AFA represents the Flight Attendant craft or class at pre-merger US Airways. The Board determined that American Airlines and US Airways are operating as a single transportation system for representation purposes. In addition to noting the previous single carrier determination, the Board noted the substantial integration of operations, financial control, and labor and personnel functions. American Airlines, Inc./US Airways, Inc., 41 NMB 145 (July 29, 2014).

In FY2014, the Board also received single carrier applications filed jointly by the Transport Workers Union of America (TWU) and the International Association of Machinists and Aerospace Workers (IAM) for the crafts or classes of Mechanics and Related, Fleet Service, and Stock Clerk Employees at the New American. In their application, TWU and IAM state that they have formed joint Associations for purposes of representing these craft or classes at the merged airline. The applications cover approximately 14,000 Mechanics and Related employees, 15,000 Fleet Service Employees, and 1,500 Stock Clerks. NMB Case File CR-7131.

Frontier Airlines

Pilots An application filed by the Frontier Airline Pilots Association (FAPA) required the Board to determine whether a prior single transportation system was extinguished.

In Republic Airlines, et al./Frontier, 38 NMB 138 (2011), the Board found that Frontier Airlines was part of a single transportation system along with the other Republic Air Holdings' (RAH) subsidiaries Republic Airlines, Shuttle America and Chautauqua Airlines (Republic system) for the craft or class of Pilots. On June 28, 2011, the International Brotherhood of Teamsters (IBT) was certified as the representative of the Pilots craft or class on the Republic system. Subsequently, on December 3, 2013, RAH completed the sale of all of the outstanding shares of its wholly-owned subsidiary, Frontier Airlines Holdings, Inc. (which owns Frontier) to the Falcon acquisition Group, Inc., an affiliate of Indigo Partners, LLC. On December 18, 2013, FAPA filed its application seeking to represent the Pilots craft or class at Frontier separate from the Republic system.

Following its investigation, the Board determined that Frontier is operating as a single transportation system for the craft or class of Pilots. Frontier Airlines, Inc., 41 NMB 31 (March 31, 2014). The Board noted that Frontier is now owned by Indigo Partners and does not share Boards of Directors or other senior managers with RAH. Frontier also controls all aspects of its flight operations, holding its own FAA operating certificate, flying its aircraft under the Frontier livery and code, with Pilots wearing Frontier uniforms. Additionally, Frontier controls all aspects of its labor relations and personnel policies and is held out to the public as separate from the RAH carriers. While the Board acknowledged the existence of an Integrated Master Seniority List covering all the pilots on the former Republic system, it found that this indicia alone was insufficient to keep Frontier in the that system.

The Board also rejected IBT's contention that the Board's two year certification bar in 29 C.F.R. §1206.4(a) be tolled during a period in which a carrier violates its Section 2, Ninth duty to deal with the representative certified by the NMB. The Board noted that the IBT has filed a lawsuit in federal district court alleging Frontier's failure to bargain in violation of Section 2, Ninth but that no decision had issued. In the absence of a ruling by the district court, the Board lacks the jurisdiction to "evaluate" whether Frontier treated with IBT as the certified representative as required under Section 2, Ninth. In addition, the Board found that the language of the certification bar covers applications for "the same craft or class of employees on the same carrier." In the instant case, FAPA's application is sought to represent Pilots on Frontier and not Pilots on the Republic system. Accordingly, the Board found the application was not barred.

Mechanics and Related Employees Craft or Class In *Frontier Airlines, Inc.*, 41 NMB 202 (August 21, 2014), the Board found that Frontier was a separate transportation system for the Mechanics and Related craft or class. As in its earlier decision regarding the Pilot craft or class at Frontier, the Board noted that Frontier does not share Boards of Directors or other senior managers with RAH and Frontier controls all aspects of its operations. The Mechanics and Related Employees report to Frontier management and are on separate seniority lists from the Mechanics and Related Employees on the Republic system. Accordingly, the Board found that Frontier is operating as a single transportation system for the craft or class of Mechanics and Related Employees. In this case, IBT also sought to accrete employees in the Maintenance Controllers position into the Mechanics and Related Employees craft or class. The Board rejected Frontier's contention that these employees were management officials. In addition the Board determined that the Maintenance Controllers shared a work-related community of interest with the Mechanics and Related Employees craft or class.

The Board majority found that under *Ross Aviation, Inc.*, 22 NMB 89 (1994), the Maintenance Controllers were covered by the IBT's certification covering the Mechanics and Related Employees craft or class since they shared a work-related community of interest, performed job functions traditionally performed by members of that craft or class and met the requisite 50 percent showing of interest requirement.

Member Geale wrote separately to express his view that the NMB's accretion policy should be reconsidered in view of not only regulatory changes to the NMB's election requirements in 2010 and statutory changes to the NMB's showing of interest requirements by legislation in 2012, but also to safeguard the freedom of association rights of working Americans by providing a secret ballot election to choose to certify or not certify an exclusive representative. He noted that such a reconsideration has the potential to improve labor relations and promote majority employee support and participation in collective bargaining. Labor unions and their representatives who have demonstrated majority support among all employees through an election, including those newly added to a unit, in turn are likely to be more successful in maintaining stable, long-term, and productive relationships with carriers. Thus, a majority vote of support by the employees being accreted into a craft or class could benefit the overall bargaining relationship.

Presidential Emergency Boards (PEBS)

OVERVIEW

Section 159A (Section 9A) of the Railway Labor Act (RLA) provides special, multi-step emergency procedures for unresolved collective-bargaining disputes affecting employees on publicly funded and operated commuter railroads. Section 160 (Section 10) of the RLA covers all other railroads and airlines.

When the National Mediation Board determines that a collective-bargaining dispute cannot be resolved in mediation, the agency proffers Interest Arbitration to the parties. Either labor or management may refuse the proffer and, after a 30-day cooling-off period, engage in a strike, implement new contract terms, or engage in other types of economic self help, unless a Presidential Emergency Board (PEB) is established.

If the NMB determines, pursuant to Section 160 of the RLA, that a dispute threatens substantially to interrupt interstate commerce to a degree that will deprive any section of the country of essential transportation service, the NMB notifies the President. The President may, at his discretion, establish a PEB to investigate and report respecting such dispute.

Status-quo conditions must be maintained throughout the period that the PEB is impaneled and for 30 days following the PEB report to the President. If no agreement is reached, and there is no intervention by Congress, the parties are free to engage in self-help 30 days after the PEB report to the President.

Apart from the emergency board procedures provided by Section 160 of the RLA, Section 9a provides special, multi-step emergency procedures for unresolved disputes affecting employees on publicly funded and operated commuter railroads. If the Mediation procedures are exhausted, the parties to the dispute or the Governor of any state where the railroad operates may request that the President establish a PEB. The President is required to establish such a board if requested. If no settlement is reached within 60 days following the creation of the PEB, the NMB is required to conduct a public hearing on the dispute. If there is no settlement within 120 days after the creation of the PEB, any party or the Governor of any affected state, may request a second, final-offer PEB. No Self-Help is permitted pending the exhaustion of these emergency procedures.

PEB HIGHLIGHTS

Three PEBs were established during fiscal year 2014. All three PEBs involved the special, multi-step emergency procedures for unresolved collective-bargaining disputes affecting employees on publicly funded and operated commuter railroads. PEBs 244 and 245 were established under Section 9(a) to resolve a dispute between the Long Island Railroad (LIRR) and certain of its employees. PEB 246 was also established under Section 9(a) to resolve a dispute involving the Southeastern Pennsylvania Transportation Authority (SEPTA) and certain of its employees.

Presidential Emergency Board 244. In May 2010, pursuant to Section 6 of the RLA, the LIRR served on the Organizations' formal notices for changes in current rates of pay, rules, and working conditions. The parties were unable to resolve the issues in dispute in direct negotiations. Applications were filed with the NMB by the BRS, IRSA, IAM, NCFQ, and IBEW in September and October 2010, by TCU and UTU in August and September 2011, and by SMART in March 2013.

Following the applications for mediation, representatives of all parties worked with the NMB mediators and with Board Members of the NMB in an effort to reach agreements. Various proposals for settlement were discussed, considered, and rejected. On October 18, 2013, the NMB, in accordance with Section 5, First, of the RLA, urged the LIRR and the Organizations to enter into agreements to submit their collective bargaining disputes to arbitration as provided in Section 8 of the RLA ("proffer of arbitration"). On October 18, 21, and 22, 2013, the Organizations individually declined the NMB's proffer of arbitration, and on October 22, 2013, the LIRR also declined the NMB's proffer of arbitration.

PEB HIGHLIGHTS (CONTINUED)

On October 22, 2013, the NMB served notices that its services had been terminated under the provisions of Section 5, First, of the RLA. Accordingly, self-help became available at 12:01 a.m., Eastern Standard Time, on Friday, November 22, 2013.

Following termination of mediation services, on November 18, 2013, in accordance with Section 9a of the RLA, the LIRR requested that President Obama establish an Emergency Board to investigate and issue a report and recommendations regarding the dispute. Section 9a(c)(1) of the RLA, in setting forth special procedures for commuter service, provides that any party to a dispute that is not adjusted under the other procedures of the RLA, or Governor of the State through which the service that is subject to dispute is operated, may request the President to establish an Emergency Board. Thereafter, on November 21, 2013, the President issued an Executive Order. Effective 12:01a.m., Eastern Standard Time, November 22, 2013, the Executive Order created Presidential Emergency Board 244 to investigate and report concerning the dispute between the LIRR and certain of its employees represented by the Organizations. The President appointed Ira F. Jaffe, as Chairman of the Board, and Roberta Golick and Arnold M. Zack as Members. The Board submitted its Report to the President on December 21, 2013.

Presidential Emergency Board 245. When the recommendations of PEB 244 did not result in a prompt resolution of the disputes, the NMB conducted a public hearing on January 15, 2014, at which the Organizations stated their willingness to accept the recommendations of PEB 244 and LIRR discussed its reasons for not accepting the recommendations of PEB 244. The dispute remained unresolved.

On March 5, 2014, LIRR requested that President Obama create a second Emergency Board pursuant to Section 9a(e) of the RLA regarding its disputes with the Organizations. Thereafter, on March 20, 2014, the President issued an Executive Order establishing, effective 12:01 a.m., Eastern Daylight Time, March 22, 2014, Presidential Emergency Board 245 to recommend adoption of a final offer from those submitted by the LIRR and the Organizations. The President appointed Joshua M. Javits, as Chairman of the Board, and M. David Vaughn and Elizabeth C. Wesman as Members. The Board submitted its Report to the President on May 20, 2014.

¹Brotherhood of Railroad Signalmen ("BRS") represents Signal and Communication Workers; Independent Railway Supervisors Association International ("IRSA") represents Gang Foremen; International Association of Machinists & Aerospace Workers ("IAMAW") represents Machinists; International Brotherhood of Electrical Workers ("IBEW") represents Electrical Workers; National Conference of Firemen & Oilers/Service Employees International Union ("NCFO") represents Laborers; Transportation Communications International Union ("TCU") represents Clerks, Dispatchers, Block Operators, and "Exception 5" Employees; and International Association of Sheet Metal, Air, Rail, and Transportation Workers ("SMART") represents Trainmen, Maintenance of Way Employees, Maintenance of Way Supervisors, Carmen, Special Service Attendants, and Sheet Metal Workers.

Presidential Emergency Board 246. On February 2, 2009 and July 23, 2009, pursuant to Section 6 of the RLA, the International Brotherhood of Electrical Workers (IBEW) and the Brotherhood of Locomotive Engineers and Trainmen (BLET), respectively, served on SEPTA formal notices for changes in current rates of pay, rules, and working conditions. The parties were unable to resolve the issues in dispute in direct negotiations. Applications for mediation were filed with the NMB by BLET on April 9, 2010 and by IBEW on June 21, 2010.

Following the applications for mediation, representatives of all parties worked with the NMB mediators and with Board Members of the NMB in an effort to reach agreements. Various proposals for settlement were discussed, considered, and rejected. On May 1, 2014, the NMB, in accordance with Section 5, First, of the RLA, urged SEPTA and the Organizations to enter into agreements to submit their collective bargaining disputes to arbitration as provided in Section 8 of the RLA ("proffer of arbitration"). On May 2 and 6, 2014, BLET and IBEW, respectively, accepted the NMB's proffer of arbitration, and on May 8, 2014, SEPTA declined the NMB's proffer of arbitration.

On May 14, 2014, the NMB served notices that its services had been terminated under the provisions of Section 5, First, of the RLA. Accordingly, self-help became available at 12:01 a.m., Eastern Daylight Time, on Saturday, June 14, 2014. Absent the establishment of an Emergency Board, BLET and IBEW commenced a strike on June 14, 2014.

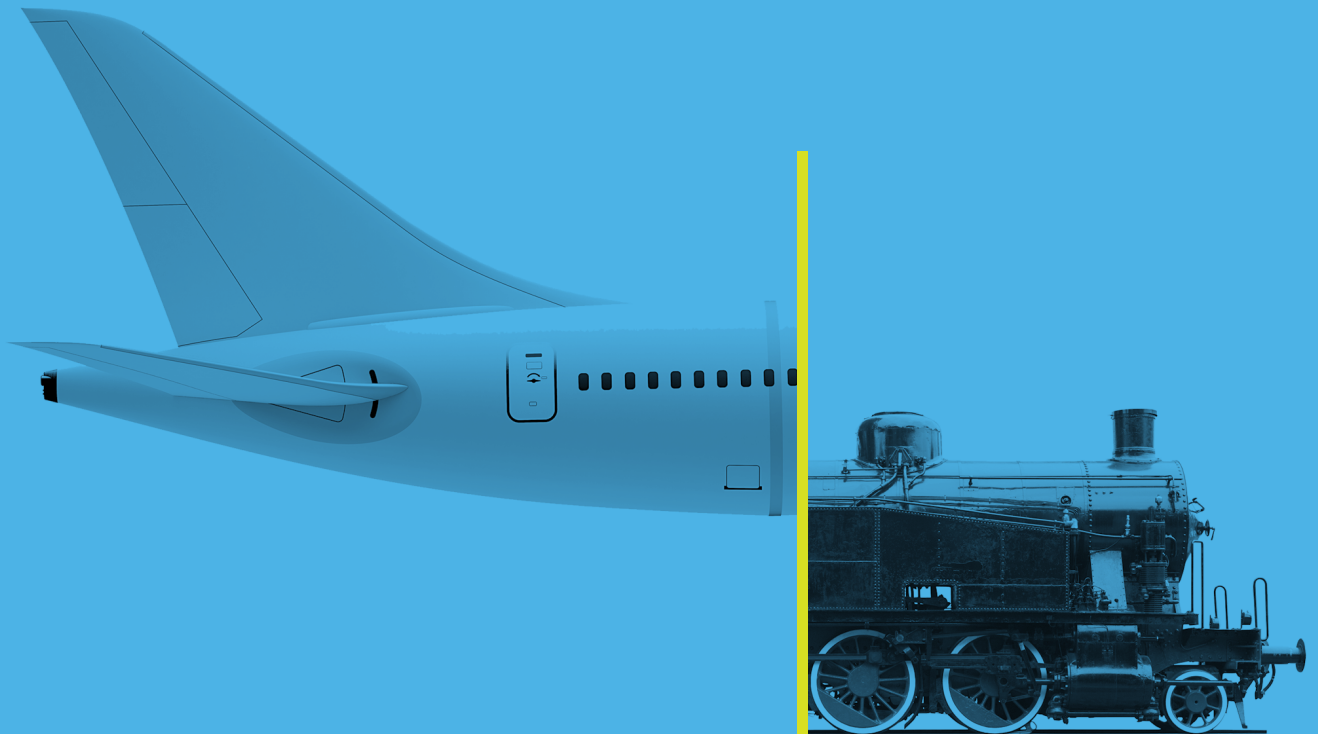
On June 14, 2014, in accordance with Section 9a of the RLA, the Governor of Pennsylvania requested that President Obama establish an Emergency Board to investigate and issue a report and recommendations regarding the dispute. Section 9a(c)(1) of the RLA, in setting forth special procedures for commuter service, provides that any party to a dispute that is not adjusted under the other procedures of the RLA, or Governor of the State through which the service that is subject to dispute is operated, may request the President to establish an Emergency Board. On June 14, 2014, the President issued an Executive Order creating Emergency Board 246, effective 12:01 a.m. Eastern Daylight Time, June 15, 2014 to investigate the dispute between SEPTA and certain of its employees represented by the BLET and IBEW. BLET and IBEW ceased striking when the Emergency Board became effective. The President appointed Richard R. Kasher, as Chairman of the Board, and Ann S. Kenis and Bonnie Siber Weinstock as Members. The Board submitted its Report to the President on July 14, 2014.

Forecast for FY 2015, FY 2016, and Beyond. The NMB cannot predict precisely the number of PEBs that may be created during a given fiscal year. Estimates are based, among other factors, upon prior experience and knowledge of the contentiousness of the parties in the bargaining process and mediation, the number of cases, and the degree of impact of any dispute. For example, the release of the Massachusetts Bay Commuter Railroad (MBCR) parties created a high probability of 2 PEBs during FY 2011, for which the agency appropriately prepared. In the end, the parties reached agreements during the cooling off period, with no PEB being created. In FY 2012, there was a PEB involving NCCC and multiple unions. Activity leading up to a release and the creation of a PEB for the LIRR and multiple unions occurred in FY 2013, but the PEB was established in FY 2014. As discussed above, a second PEB was established for the LIRR in FY 2014 under the special commuter rail provisions of Section 9(a). In addition, a PEB was also established for SEPTA under Section 9(a).



RAILROAD GRIEVANCE ARBITRATION

47 NRAB Members and Referees
48 Section 3 Tribunals
50 Online Arbitration Reports



National Railroad Adjustment Board Members

NRAB

Marcus J. Ruef - BLET, Board Chairman
Michael C. Lesnik - NRLC, Board Vice Chairman

FIRST DIVISION

Douglas W. Davidson
BLET, Chairman

Matthew R. Holt
NRLC, Vice Chairman

Cyndi Cushing, BNSF
John E. Lesniewski, UTU
Brad Ragland, TRRA
Marcus J. Ruef, BLET
Lucy Rug, UP
David B. Wier, UTU

SECOND DIVISION

William T. Bohné
IBEW, Chairman

H. Glen Williams
NRLC, Vice Chairman

Patrick Aufiero, MBCR
Derek A. Cargill, BNSF
Charles J. Fraley, SMART
Donald E. Grissom, BRC
John F. Hennecke, PANAM
John Lacey, IAMAW
James L. Reilly, UP
John Thacker, F&O

THIRD DIVISION

Kevin Evanski
BMWED-IBT,
Chairman

Michael C. Lesnik
NRLC, Vice Chairman

Donald Boyd, HERE
John Bragg, BRS
Khoury W. Farrar, BNSF
Danielle Gauthier, METRA
Mary C. Gunn, TCIU
Brant Hanquist, UP
Larry Hicks, G&W
David W. Volz, ATDA

FOURTH DIVISION

Allison Parker
ARASA, Chairman

Jeffrey F. Rodgers
NRLC, Vice Chairman

Gary L. Hart, BMWED-IBT
Sherry Johnson, BNSF
Michael D. Phillips, UP
Doyle K. Turner, SMART

NRAB Referees

FIRST DIVISION

Edwin H. Benn
James M. Darby
George E. Larney
Peter R. Meyers
Barry E. Simon

SECOND DIVISION

James E. Conway
Joseph M. Fagnani

THIRD DIVISION

Michael Capone
William R. Miller
M. David Vaughn

FOURTH DIVISION

Section 3 Tribunals

SECTION 3 TRIBUNALS ESTABLISHED FY 2014

TYPE	No. of Boards
Public Law	58
Special Boards of Adjustment Arbitration Board	2 0
TOTAL	60

1. PUBLIC LAW BOARDS, SPECIAL BOARDS OF ADJUSTMENT AND ARBITRATION BOARDS

1A. CARRIERS

- Alabama State Docks
- Belt Railway Company of Chicago
- Burlington Northern Santa Fe Railway Company
- Canadian National Railway Company
- Canadian Pacific Railway Company
- Chicago and Fort Wayne Railroad
- Consolidated Rail Corporation
- CSX Intermodal Terminal
- CSX Transportation, Inc.
- Escanaba & Lake Superior Railroad Company
- Grand Trunk Western Railroad
- Illinois Central Railroad
- Indiana Harbor Belt Railroad
- Iowa Interstate Railroad
- Kansas City Southern Railroad
- Long Island Rail Road
- Massachusetts Bay Commuter Railroad
- Metro North Commuter Rail
- National Railroad Passenger Corporation (AMTRAK)
- New Jersey Transit Authority
- Norfolk Southern Corporation
- Northeast Illinois Regional Commuter
- Pan Am Railway
- Pittsburgh & Conneaut Dock
- Port Authority Trans Hudson of NY & NJ
- Progressive Railroad
- Providence & Worcester Railroad
- Soo Line Railroad Company
- Southeastern Pennsylvania Transportation Authority
- Terminal Railroad Alabama State Dock
- Terminal Railroad Association of St. Louis
- Transtar Railroad
- Union Pacific Railroad Company
- Wisconsin Central Ltd.

1B. UNIONS

American Train Dispatchers Association
Amtrak Service Workers Council
Association of Commuter Rail Employees
Brotherhood of Locomotive Engineers & Trainmen-IBT
Brotherhood of Maintenance of Way Employees-IBT
Brotherhood of Railroad Signalmen
Illinois Central Train Dispatchers Association
Independent Railway Supervisors Association
International Association of Machinists & Aerospace Workers
International Association of Teamsters
International Brotherhood of Blacksmiths & Boilermakers
International Brotherhood of Electrical Workers
International Longshoremen's Association
International Railway Supervisors Association
Joint Council of Carmen, Helpers, Coach Cleaners & Apprentices
Metropolitan Alliance of Police
National Conference of Firemen and Oilers, SEIU
Railway Independent Transit Union
SMART-Sheet Metal, Air, Rail & Transportation
SMART-Transportation Division
Transportation Communications Union/IAM
Transport Workers Union of America
United Steelworkers of America

1C. ARBITRATORS (PUBLIC LAW BOARD, SPECIAL BOARD OF ADJUSTMENT OR ARBITRATION BOARD)

David Bass	I B. Helburn	Robert M. O'Brien
Edwin Benn	Joe Henderson	Joan Parker
Steven Bierig	Ronald Hoh	Robert Perkovich
John R. Binau	Michele Hoyman	Robert E. Peterson
Patricia Bittel	Louis Imundo	Richard H. Radek
Steven Budzina	Jeffrey Jacobs	David Ray
Robert Camp	Ann S. Kenis	Robert Richter
Dennis Campagna	Joyce Klein	Thomas N. Rinaldo
Michael Capone	Andria Knapp	Lynette A. Ross
Brian Clauss	Lisa S. Kohn	Barry E. Simon
James E. Conway	Mitchell Kraus	Andrew Strongin
James Darby	Colman Lalka	David Twomey
Rodney Dennis	Paul Lambole	M. David Vaughn
Francis J. Domzalski	George Larney	Gerald E. Wallin
John Easley	John LaRocco	Lamont Walton
Nancy Eischen	Charles Loughran	Randy Weiss
Lewis L. Ellsworth	Harry MacLean	Elizabeth C. Wesman
Joseph Fagnani	Roger MacDougall	Burton White
George Fitzsimmons	Shelia Mayberry	Betty Widgeon
Gayle Gavin	Peter R. Meyers	Marc Winter
Carmino Gianino	Clinton Miller	Jeanne Wood
Charlotte Gold	William Miller	Carol Zamperini
Patrick Halter	Sidney Moreland	Barbara Zausner
Don Hampton	Margo Newman	Jacalyn Zimmerman
Richard Hanft	Daniel Nielsen	Marty E. Zusman
Don Hays	Kenneth O'Brien	

2.
LABOR PROTECTIVE PROVISIONS N / A

3.
UNION SHOPS N / A

4.
SYSTEM BOARDS
OF ADJUSTMENT

	CARRIER	UNION
Gerald Wallin	Hawaii Airlines	Transport Workers Union

Online Arbitration Reports

The following online reports are “real time”; they are updated online as the NMB updates the underlying Case Tracking System. These reports are available on the Arbitration webpage at: <http://awsreport.nmbarbitration.appspot.com/static/open.html>

NRAB OPEN CASE REPORT

The NRAB Open Case Report shows all of the cases that are currently open for the NRAB. Shown in this report are the Arbitrator (if assigned), the parties, the date the case was opened, the date the case was deadlocked and the date the case was heard.

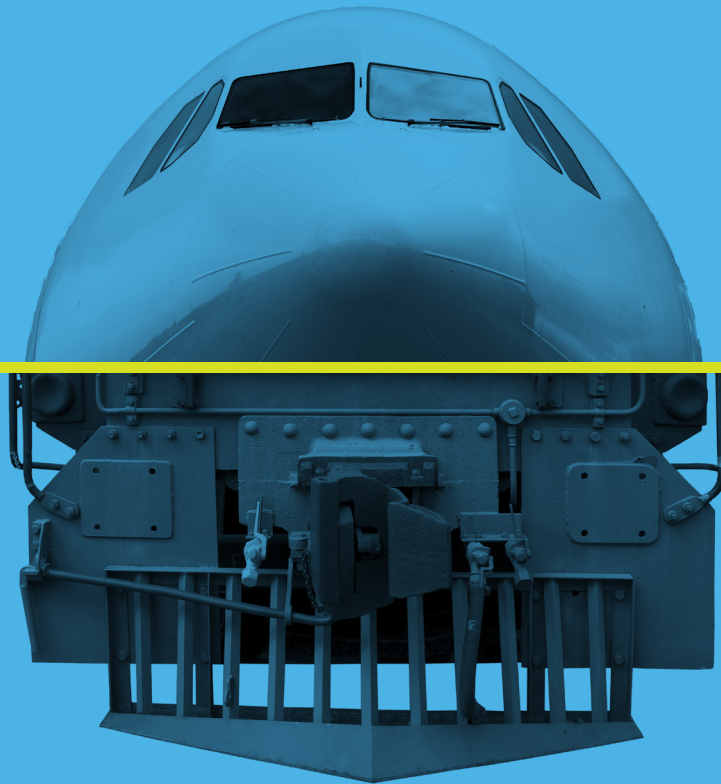
ARBITRATORS CASELOAD REPORT

This report lists by Arbitrator all of the open cases to which each Arbitrator is assigned. The report shows the parties involved, the date the case was opened and the date the case was heard. Cases that have not been closed within 3 months of the hearing date are deemed late and this is also shown in the report.



SUPPORTING REPORTS & TABLES

53 Case Tables
61 Case Records



Case Tables

**TABLE 1:
CASES RECEIVED
AND CLOSED**

	FY 2014	FY 2013	FY 2012	FY 2011	FY 2010	FY 2009	AVG 09-13
MEDIATION							
Start-pending	100	98	91	84	74	44	78.2
New	44	38	53	48	43	48	46
Sum	144	136	144	132	117	102	126.2
Closed	55	36	46	41	33	28	36.8
End-pending	90	100	98	91	84	74	89.4
ADR							
Start-pending	30	26	23	22	23	27	24.2
New	70	40	32	46	28	15	32.2
Sum	100	66	55	68	51	42	56.4
Closed	58	36	29	45	29	19	31.6
End-pending	42	30	26	23	22	23	24.8
REPRESENTATION							
Start Pending	1	2	9	8	2	4	5
New	39	34	41	40	46	45	41.2
Sum	40	36	50	48	48	49	46.2
Closed	37	35	48	39	40	47	41.8
End-Pending	3	1	2	9	8	2	4.4
ARBITRATION							
Start-pending	3803	2084	2384	2770	4037	6212	3497.4
New	4313	5230	3569	3908	4381	4920	4401.6
Sum	6356	8660	5953	6678	8418	11132	8168.2
Closed	2946	3737	3869	4294	5648	7073	4924.2
End-pending	5170	3803	2084	2384	2770	4059	3020

**TABLE 2:
REPRESENTATION CASE
DISPOSITION**

	NUMBER OF CASES	NUMBER OF CRAFTS OR CLASSES	NUMBER OF EMPLOYEES INVOLVED	NUMBER OF EMPLOYEES PARTICIPATING
RAILROADS				
Certifications	11	4	143	105
Dismissals	7	5	143	73
TOTALS	18	9	286	178
AIRLINES				
Certifications	12	5	65,650	15,402
Dismissals	7	5	575	524
TOTALS	19	10	66,225	15,926
TOTALS - Railroads and Airlines	37	19	66,511	16,104

**TABLE 3:
REPRESENTATION
& MEDIATION CASES
CLOSED**

	TOTAL CASES	REPRESENTATION CASES	MEDIATION CASES
RAILROADS			
Agents, Telegraphers and Towermen	0	0	0
Boilermakers and Blacksmiths	0	0	0
Block Operators	1	0	1
Brakemen and Conductors	0	0	0
Carmen	1	0	1
Clerical Office, Station and Storehouse Employees	1	0	1
Conductors	1	0	1
Conductor & Assistant Conductor	1	0	1
Clerks	1	0	1
Dining Car Employees, Train and Pullman Porters	0	0	0
Electrical Workers	2	0	2
Engineers	1	0	1
Engineers and Related Employees	0	0	0
Engineers, Conductors, Shop craft Employees	1	0	1
(Mechanics,) MOW & Clerical Employees	1	0	1
Exception 5	1	0	1
Firemen and Oilers	0	0	0
Gang Foreman	1	0	1
Laborers	1	0	1
Locomotive Engineers	0	0	0
Locomotive Firemen and Hostlers	0	0	0
Locomotive Maintenance Employees	0	0	0
Longshoremens	0	0	0
Machinists	3	0	3
Maintenance of Way Employees	7	1	6
Maintenance of Way Supervisors	1	0	1
Marine Service Employees	0	0	0
Mechanical Department Foremen and/or Supervisor of Mechanics	0	0	0
Operating and Non-Operating Employees	0	0	0
Ore Docks	1	0	1
Police Officers Below the Rank of Captain	0	0	0
Power Directors (Supervisors)	0	0	0
Railroad Freight Loaders and Handlers	0	0	0
Sheet Metal Workers	0	0	0
Shop Crafts	1	0	1
Signalmen	1	1	0
Signalmen and Maintenance of Way Employees	1	0	1
Signalmen and Communications Workers	1	0	1
Subordinate Officials in the Maintenance of Way Dept	0	0	0

	TOTAL CASES	REPRESENTATION CASES	MEDIATION CASES
RAILROADS (CONTINUED)			
Subordinate Officials in the Maintenance of Equipment Department	0	0	0
Subordinate Officials in the Maintenance of Way and Structures Department (B & B)	0	0	0
Special Service Attendants	1	0	1
Technical Engineers, Architects, Draftsmen and Allied Workers	0	0	0
Train Dispatchers	4	3	1
Train and Engine Service Employees	10	9	1
Train, Engine and Yard Service Employees	1	0	1
Trainmen	1	0	1
Transportation Operations Employees	0	0	0
Yardmasters	0	0	0
Combined Groups, Railroad	0	0	0
Miscellaneous, Railroad	4	4	0
RAILROAD TOTAL	51	18	33
AIRLINES			
Captains	1	0	1
Cockpit Crew Members	0	0	0
Customer Service Agents	1	0	1
Dispatchers	1	0	1
Engineers	1	0	1
Engineers and Related Employees	1	0	1
Fleet and Passenger Service Employees	1	0	1
Fleet Service Employees	4	2	2
Fleet Technical and Related	1	0	1
Flight Attendants	5	4	1
Flight Crew Training Instructors	1	0	1
Flight Deck Crew Members	2	1	1
Flight Dispatchers	1	0	1
Flight Engineers	0	0	0
Flight Kitchen and Commissary Employees	0	0	0
Flight Simulator Engineers	0	0	0
Food Service Employees	0	0	0
Ground School Instructors	0	0	0
Maintenance Training Specialists	0	0	0
Mechanics and Related Employees	2	1	1
Office Clerical Employees	0	0	0
Passenger Service Employees	3	2	1
Pilots	10	7	3
Public Contact Employees	1	0	1
Ramp and Store Employees	1	0	1

**TABLE 3:
REPRESENTATION
& MEDIATION CASES
CLOSED
(CONTINUED)**

	TOTAL CASES	REPRESENTATION CASES	MEDIATION CASES
AIRLINES (CONTINUED)			
Reservation and Ticket Agents	1	0	1
Security Officers	1	0	1
Stock and Stores Employees	1	1	0
Combined Groups, Airlines	0	0	0
Miscellaneous, Airlines	1	1	0
AIRLINE TOTAL	41	19	22
GRAND TOTAL-			
Railroads and Airlines	92	37	55

**TABLE 4:
REPRESENTATION
DETERMINATIONS BY
CRAFT OR CLASS**

RAILROADS	NUMBER OF CASES	NUMBER OF CRAFT OR CLASS DETERMINATIONS	NUMBER OF EMPLOYEES	PERCENT¹ OF EMPLOYEES INVOLVED
Clerical Office, Station and Storehouse Employees	0	0	0	0
Carmen	0	0	0	0
Electrical Workers	0	0	0	0
Engineers	0	0	0	0
Locomotive Engineers	0	0	0	0
Locomotive Firemen and Hostlers	0	0	0	0
Locomotive Maintenance Employees	0	0	0	0
Machinists	0	0	0	0
Maintenance of Way Employees	1	0	27	..
Operating/Non-Operating Employees	0	0	0	0
Sheet Metal Workers	0	0	0	0
Signalmen	1	1	10	0
Train Dispatchers	3	3	9	..
Train and Engine Service Employees	9	6	192	..
Train, Engine and Yard Service Employees	0	0	0	0
Transportation Operations Employees	0	0	0	0
Yardmasters	0	0	0	0
Combined Groups, Railroad	0	0	0	0
Miscellaneous, Railroad	4	1	48	..
RAILROAD TOTAL	18	11	286	..

¹ Percent listing for each group represents the percentage of the 66,511 employees involved in all railroad and airline cases during fiscal year 2014.

(..) Less than one percent.

**TABLE 4:
REPRESENTATION
DETERMINATIONS BY
CRAFT OR CLASS
(CONTINUED)**

AIRLINES	NUMBER OF CASES	NUMBER OF CRAFT OR CLASS DETERMINATIONS	NUMBER OF EMPLOYEES	PERCENT¹ OF EMPLOYEES INVOLVED
Cockpit Crew Members	0	0	0	0
Engineers and Related Employees	0	0	0	0
Fleet and Passenger Service Employees	0	0	0	0
Fleet Service Employees	2	2	568	..
Flight Attendants	4	2	25,209	38
Flight Crew Training Instructors	0	0	0	0
Flight Deck Crew Members	1	1	52	47
Flight Dispatchers	0	0	0	0
Flight Engineers	0	0	0	0
Flight Simulator Engineers	0	0	0	0
Ground School Instructors	0	0	0	0
Maintenance Training Specialists	0	0	0	0
Mechanics and Related Employees	1	0	35	..
Office Clerical Employees	0	0	0	0
Passenger Service Employees	2	2	13,977	21
Pilots	7	5	26,330	40
Stock and Stores Employees	1	1	33	..
Combined Groups, Airlines	0	0	0	0
Miscellaneous, Airlines	1	0	21	..
AIRLINE TOTAL	19	13	66,225	146
GRAND TOTAL				
Railroads and Airlines	37	24	66,511	

¹ Percent listing for each group represents the percentage of the 66,511 employees involved in all railroad and airline cases during fiscal year 2014.

(..) Less than one percent.

**TABLE 5:
STRIKES IN THE
AIRLINE INDUSTRY**

NONE

**TABLE 6:
STRIKES IN THE
RAILROAD INDUSTRY**

ONE DAY STRIKE ON SEPTA

**TABLE 7:
PRESIDENTIAL
EMERGENCY BOARDS
(RLA, SECTION 10)**

NONE

**TABLE 8:
PRESIDENTIAL
EMERGENCY BOARDS
(RLA, SECTION 9A)**

PEB NUMBER	CARRIER	UNIONS	CRAFT/CLASS	CREATED	CLOSED
246	Southern Pennsylvania Transit Authority (SEPTA)	BLET, IBEW	Locomotive Engineers, Electrical Workers	06-14-2014	07-14-2014
245	Long Island Railroad	BRS, IRSA, IAM, NCFO, SEIU, IBEW, TCU, IASM	Multiple	03-20-2014	05-20-2014
244	Long Island Railroad	BRS, IRSA, IAM, NCFO, SEIU, IBEW, TCU, IASM	Multiple	11-21-2013	12-21-2013

Case Record

1A. AIRLINE MEDIATION CASES DOCKETED

CARRIER	UNION	CRAFT / CLASS
ABX Air	IBT	Pilots/Crew Members
Air India	IBT	Clerical & Related
Alaska Airlines	IAMAW	Passenger Service
Allegiant Air	IBT	Pilots
CEVA Logistics	IBT	Refuelers
Express Jet	ALPA	Pilots
Express Jet	IAMAW	Flight Attendant
Frontier Airlines	TWU	Aircraft Dispatcher
Frontier Airlines	IBT	Stock Clerks & Mechanics & Related
Horizon Air	IAM	Stores & Stock Clerks
MESA Air Group	AFA-CWA	Flight Attendants
NetJets	IBT	Flight Attendants
Southwest Airlines	IAM	Customer Service
United Airlines	IBT	Mech. and Related
United Parcel Service	IPA	Flight Deck Crew
US Airways	TWU	Flight Crew Training Instructor
US Airways	TWU	Flight Simulator Engineer

**1B.
RAILROAD MEDIATION
CASES DOCKETED**

CARRIER	UNION	CRAFT / CLASS
Grand Trunk Western Railway	UTU/SMART	Yardmaster
Grand Trunk Western Railway	UTU/SMART	Brakemen
Illinois Central Railroad	SMART	Conductor & Brakemen
Illinois Central Railroad	UTU/AMART	Yardmaster
Iowa Pacific	SMART	Train and Engine Service
Kansas & Oklahoma RR	IAM	Machinists & Car Machinists
Long Island Rail Road	BLET	Locomotive Engineer
New Jersey Transit	IBEW SC7	Electrical Workers
New Jersey Transit	TCU IAM	Supervisors
New Jersey Transit	TCU IAM	Clerical
New Jersey Transit	TCU IAM	Carmen
New Jersey Transit	BLET	Engineers, Assistant Engineers
New Jersey Transit	SMART	Yardmaster
New Jersey Transit	SMART	Conductor
Northeast Illinois Regional Commuter Railroad Corporation	MAP, 267	Police
Northeast Illinois Regional Commuter Railroad Corporation	BRS	Signal & Communications
NY/NJ Rail	SIU	Engineers, Conductors, Brakemen
Pan Am Railway	IBEW	Electrical Workers
Pan Am Railway	TCU/IAM	Clerical
Pan Am Railway	TCU/IAM	Carmen
Pan Am Railway	IAM	Machinists
Port Authority Trans-Hudson	IBEW	Supervisors
Port Authority Trans-Hudson	IBEW	Electrical Workers
Port Authority Trans-Hudson	BLET	Engineers, Yard Supervisors, Engineer/Switching & Student Engineer
South Central Florida Express	IAM	Engineers, Conductors, Shopcraft(Mechanics), MOW & Clerical
Terminal Railroad Association of St. Louis	ATDA	Train Dispatchers
Wisconsin Central	SMART	Yardmaster

**1C.
AIRLINE MEDIATION
CASES CLOSED**

CARRIER	UNION	CRAFT / CLASS
Alaska Air	IAM	Passenger Service
Alaska Air	IAM	Flight Deck Crewmembers
British Airways	IAM	Customer Service Agents
British Airways	IAM	Engineers
British Airways	IAM	Reservation & Ticket Agents
Centurion Air Cargo	IBT	Captains
Continental Airlines	IAM	Fleet Service Employees
Continental Micronesia	IAM	Fleet & Passenger Service Employees
Great Lakes Aviation	UTU	Pilots
Piedmont	AFA	Flight Attendants
United Airlines	IAM	Ramp & Store Employees
United Airlines	IAM	Public Contact Employees
United Airlines	IAM	Food Service Employees
United Airlines	IAM	Security Officers
United Airlines	IAM	Fleet Technical & Related
United Airlines	PAFCA	Flight Dispatchers
United Airlines	TWU	Dispatchers
US Airways	IAM	Maintenance Training Specialists
US Airways	IAM	Mechanics & Related Employees
US Airways	IAM	Fleet Services
USAirways (East)	USAPA	Pilots
USAirways (West)	USAPA	Pilots

**1D.
RAILROAD MEDIATION
CASES CLOSED**

CARRIER	UNION	CRAFT / CLASS
Amtrak	PRLBC	Signalman & Maintenance of Way Employees
Bessemer and Lake Erie	IBT	Maintenance of Way Employees
Chicago Rail Link	SMART	Conductors
Duluth, Missabe and Iron Range Railway	TCU	Ore Docks
Duluth, Missabe and Iron Range Railway	TCU	Clerical
Grand Trunk Western	IBT	Maintenance of Way Employees
Illinois Central	IBT	Maintenance of Way Employees
Indiana Rail Road Company	BLET	Trainmen
Long Island Rail Road	UTU/SMART	Shop Crafts
Long Island Railroad	BRS	Signalmen & Communications Workers
Long Island Railroad	IRSA	Gang Foreman
Long Island Railroad	IAM	Machinists
Long Island Railroad	NCFO	Laborers
Long Island Railroad	IBEW	Electrical Workers
Long Island Railroad	TCU	Clerks
Long Island Railroad	TCU	Dispatchers
Long Island Railroad	TCU	Block Operators
Long Island Railroad	TCU	Exception 5
Long Island Railroad	UTU	Trainmen
Long Island Railroad	UTU	Maintenance of Way Employees
Long Island Railroad	UTU	Maintenance of Way Supervisors
Long Island Railroad	UTU	Carmen
Long Island Railroad	UTU	Special Service Attendants
Metra	UTU/SMART	Train Service Employees
Metro North	IAMAW	Machinists
Montreal, Maine & Atlantic Railway	BLET	Train & Engine Service Employees
Northeast Illinois Regional Commuter Railroad Corporation	BLET	Engineers
Pan Am Railways	IAMAW	Machinists
South Central FL Express	IAMAW	Engineers, Conductors, Shopcraft Employees (Mechanics), MOW & Clerical Employees
Southern Pennsylvania Transportation Authority	IBEW	Electrical Workers
Southern Pennsylvania Transportation Authority	UTU/SMART	Conductor and Assistant Conductor
Wheelersburg Terminal	BMWED	Maintenance of Way Employees
Wisconsin Central	BMWED	Maintenance of Way Employees

**2A.
ADR CASES
DOCKETED**

CASE TYPE	CARRIER/ENTITY	UNION	GROUP
F	-	-	Department of Labor
F	Hawaiian Airlines	IAMAW	COPS Maintenance
GM	Air Transport International	ALPA	Flight Crew Members
GM	PSA Airlines	AFA	Flight Attendants
GM	ExpressJet	ALPA	Pilots
GM	Frontier Airlines	IBT	Maintenance & Related
GM	Spirit Airlines	ALPA	Pilots
GM	Republic Airways	TWU	Dispatchers
T	ALPA	-	Pilots
T	Express Jet	-	Flight Attendants
T	Hawaiian Airlines	IAMAW	COPS & Maintenance
T	-	-	Department of Labor
T	-	-	Dominican University
T	-	-	Dominican University
T	-	-	Dominican University
T	-	-	Dominican University
T	-	-	Dominican University
T	Air Transport International	ALPA	Flight Crewmembers
T	-	-	Argentina Ministry
T	-	AFA-CWA	-
T	-	-	Mediators Meeting
T	-	-	Dominican University
T	-	-	Mediators Meeting
T	-	-	Mediator Meeting
T	-	-	Passenger Rail Conference
T	-	-	Mediators Meeting
T	-	-	Mediators Meeting
T	-	ALPA	Atlantic SE ExpJet
T	-	-	Dominican University
T	Frontier Airlines	IBT	Maintenance & Related
T	-	-	Dominican University
T	NetJets	-	Pilots
T	United Airlines	AFA	Flight Attendants
T	-	-	Dominican University
T	-	IAM	Fleet/Public Contact
T	American Airlines	AFA	Flight Attendants
T	-	-	Dominican University
T	-	-	Dominican University
T	-	-	Dominican University
T	-	-	Dominican University
T	-	-	Dominican University
T	Spirit Airlines	ALPA	Pilots

CASE TYPE	CARRIER/ENTITY	UNION	GROUP
T	-	-	Conflict Problem Resolution
T	-	-	Conflict Problem Resolution
T	-	-	National Academy of Railroad Referees
T	-	-	Annual Ethics Training for Mediators
T	-	-	CSX Transportation PS1 Training
T	Republic Airways Holdings	TWU	Dispatchers
T	CSX Transportation	ATDA	Train Dispatchers

**2B.
ADR CASES
CLOSED**

CASE TYPE	CARRIER/ENTITY	UNION	GROUP
F	United Airlines	IAM	Multiple Crafts
F	United Airlines	IBT	Mechanics & Related
T	Express Jet	-	Flight Attendants
T	Hawaiian Airlines	IAMAW	COPS & Maintenance
T	--	-	Department of Labor
T	--	-	Dominican University
T	--	-	Dominican University
T	--	-	Dominican University
T	--	-	Dominican University
T	--	-	Dominican University
T	--	-	Dominican University
T	Air Transport International, Inc.	ALPA	Flight Crew Members
T	--	-	Dominican University
T	--	-	Mediators Meeting
T	--	-	Passenger Rail Conference
T	--	-	Association of Labor Relations
T	--	-	Mediators Meeting
T	--	-	Mediators Meeting
T	ExpressJet	ALPA	Pilots
T	--	-	Dominican University
T	Frontier Airlines	IBT	Maintenance & Related
T	--	-	Dominican University
T	NetJets	-	-
T	United Airlines	AFA	Flight Attendants
T	--	-	Dominican University
T	--	IAM	Fleet/Public Contact
T	American Airlines	AFA	Flight Attendants
T	--	-	Dominican University
T	Spirit Airlines	ALPA	Pilots
T	--	-	Coaching for Problem Solving
T	--	-	Coaching for Problem Solving
T	--	-	National Academy of Railroad Referees
T	--	-	Annual Ethics Training
T	CSX Transportation	-	PS 1 Training
T	Republic Airways	TWU	Dispatchers
T	CSX Transportation	ATDA	Train Dispatchers

**3A.
AIRLINE REPRESENTATION
CASES DOCKETED**

CARRIER	UNION	CRAFT / CLASS
Aitheras Aviation Group	OPEIU	Passenger Service
American Airlines	APFA	Flight Attendants
American Airlines	APA	Pilots
American Airlines	CWA/IBT Association	Passenger Service Employees
Citation Air	IBT	Pilots
Endeavor Air	IAM	Maintenance Controllers
ExpressJet Airlines	PAFCA/TWU	Flight Dispatchers
Florida West Int'l Airlines	Florida West Pilots Assoc.	Pilots
Frontier Airlines	FAPA	Pilots
Frontier Airlines	TWU	Fleet Service Employees
Horizon Airlines	IAM	Stock & Stores
Jet Blue Airways	ALPA	Pilots
Kallita Charters, II	IBT	Flightdeck Crewmembers
Southwest Airlines	SWAPA	Pilots
Spirit Airlines	IAM	Fleet Service
United Airlines	PAFCA/TWU	Flight Dispatchers
Virgin America	TWU	Flight Attendants
World Airways / North American Airlines	IBT	Pilots
World Airways / North American Airlines	IBT	Flight Attendants
World Airways / North American Airlines	FAA-NAU	Flight Attendants

3B. RAILROAD REPRESENTATION CASES DOCKETED

CARRIER	UNION	CRAFT / CLASS
Columbus & Chattahoochee Railroad	SMART	Train & Engine Service Employees
Chicago, Ft. Wayne & Eastern Railroad	BRS	Maintenance of Way Employees
Conecuh Valley Railway	SMART	Train & Engine Service Employees
Three Notch Railroad	SMART	Train Dispatchers
Wiregrass Central Railway	SMART	Train Dispatchers
Kansas & Oklahoma Railroad	IAM	Train & Engine Service Employees
TransitAmerica Services, Inc.	BRS	Signalmen
Grand Elk Railroad	SMART	Train & Engine Service Employees
Savage Transportation Management	USW	Track Maintenance & Locomotive Mechanics
Marquette Rail	SMART	Train & Engine Service Employees
Bay Line Railroad	SMART	Train & Engine Service Employees
Illinois Railway	BLET	Train & Engine Service Employees
Portland & Western Railroad	BMWED	Maintenance of Way Employees
Louisville & Indiana Railroad	ATDA	Train Dispatchers
Louisville & Indiana Railroad	ATDA	Bridge Operators
First Coast Railroad	TU	Train & Engine Service Employees
Rapid City, Pierre & Eastern Railroad	SMART	Train & Engine Service Employees
Metro-North Railroad	ACRE	Training Officers
New Jersey Transit	TCU	Customer Service Reps

**3C.
AIRLINE
REPRESENTATION
CASES CLOSED**

CARRIER	UNION	CRAFT / CLASS	DISPOSITION
Aitheras Aviation Group	OPEIU	Passenger Service	Certification
American Airlines	APFA	Flight Attendants	FUI-Certification
American Airlines	APA	Pilots	FUI-Certification
American Airlines	CWA / IBT Association	Passenger Service Employees	Certification
Citation Air	IBT	Pilots	WDI-Dismissal
Endeavor Air	IAM	Maintenance Controllers	FUI-Dismissal
Florida West Int'l Airlines	Florida West Pilots Assoc.	Pilots	Certification
Frontier Airlines	FAPA	Pilots	Certification
Frontier Airlines	TWU	Fleet Service Employees	Certification
Frontier Airlines	IBT	Mechanics & Related	FUI-Dismissal
Horizon Airlines	IAM	Stock & Stores Employees	WDI-Dismissal
Jet Blue Airways	ALPA	Pilots	Certification
Kallita Charters, II	IBT	Flightdeck Crewmembers	Certification
Southwest Airlines	SWAPA	Pilots	Certification
Spirit Airlines	IAM	Fleet Service	Certification
Virgin America	TWU	Flight Attendants	Certification
World Airways / North American Airlines	IBT	Pilots	WDI-Dismissal
World Airways / North American Airlines	IBT	Flight Attendants	WDI-Dismissal
North American Airlines	FAA-NAU	Flight Attendants	WDI-Dismissal

**3D.
RAILROAD
REPRESENTATION
CASES CLOSED**

CARRIER	UNION	CRAFT / CLASS	DISPOSITION
Columbus & Chattahoochee Railroad	SMART	Train & Engine Service Employees	Dismissal
Conecuh Valley Railway	SMART	Train & Engine Service Employees	Certification
Three Notch Railroad	SMART	Train Dispatchers	Certification
Wiregrass Central Railway	SMART	Train Dispatchers	Certification
Kansas & Oklahoma Railroad	IAM	Train & Engine Service Employees	Dismissal
TransitAmerica Services, Inc.	BRS	Signalmen Certification	
Grand Elk Railroad	SMART	Train & Engine Service Employees	Certification
Savage Transportation Management	USW	Track Maintenance & Locomotive Mechanics	Dismissal
Marquette Rail	SMART	Train & Engine Service Employees	Certification
Bay Line Railroad	SMART	Train & Engine Service Employees	Certification
Illinois Railway	BLET	Train & Engine Service Employees	Certification
Portland & Western Railroad	BMWED	Maintenance of Way Employees	Dismissal
Louisville & Indiana Railroad	ATDA	Train Dispatchers	Certification
Louisville & Indiana Railroad	ATDA	Bridge Operators	Certification
First Coast Railroad	UTU	Train & Engine Service Employees	Dismissal
Rapid City, Pierre & Eastern Railroad	SMART	Train & Engine Service Employees	Certification
Metro-North Railroad	ACRE	Training Officers	WDI-Dissmissal
New Jersey Transit	TCU	Customer Service Reps	WDI-Dissmissal



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Chief Financial Officer Letter

NOVEMBER 14, 2014

The National Mediation Board's Performance and Accountability Report describes its performance measures, results, and accountability processes for the fiscal year. In assessing our performance, we compare actual results against the targets and goals that were set in our annual performance plan and performance budget, and that were developed to help carry out our strategic plan.

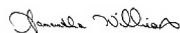
Fiscal 2014 year has been very challenging for the National Mediation Board (NMB). However, through prudent financial management practices and improved collaboration between the NMB and the Bureau of Fiscal Services (BFS), formerly the Bureau of Public Debt, we have been able to strengthen our internal financial protocols.

Fiscal year 2014 also saw monumental improvement in our material weakness reconciliation processes, in accordance with the OMB Financial Reporting Requirements. The NMB, through the hard work and dedication of its staff, received an "Unqualified Opinion" on our consolidated financial statements for the 17th consecutive year from our auditors, Allmond & Company.

Two of our major priorities for Fiscal 2015 include the strengthening of Internal Financial Control and interfacing the Arbitrator Work Space (AWS) with the BFS financial system. These actions will go a long way toward forestalling any future material weakness issues.

The NMB is dedicated to the performance and accountability standards established by the President and Congress, and is keenly aware of the role of sound financial management practices in good government. The NMB's financial professionals work together to improve financial management and accountability in support of our agency's mission.

The NMB continues to strive to maintain an environment in which program and financial managers work to ensure the integrity of financial information, and use that information in decision making and performance measurement.



SAMANTHA WILLIAMS

Assistant Chief of Staff, Administration & Chief Financial Officer

INDEPENDENT AUDITORS' REPORT

BOARD MEMBERS

National Mediation Board

We have audited the accompanying consolidated balance sheet of the National Mediation Board (NMB) as of September 30, 2014 and 2013, and the related consolidated statements of net cost, changes in net position, and combined statement of budgetary resources for the year then ended (hereinafter referred to as "consolidated financial statements"). The objective of our audits was to express an opinion on the fair presentation of these consolidated financial statements. In connection with our fiscal year 2014 audit, we also considered NMBs' internal controls over financial reporting and tested NMBs' compliance with certain provisions of applicable laws and regulations that could have a direct and material effect on these consolidated financial statements.

SUMMARY

As stated in our opinion of the consolidated financial statements, we concluded that NMB consolidated financial statements as of and for the years ended September 30, 2014 and 2013, are presented fairly, in all material respects, in conformity with U.S. generally accepted accounting principles.

Our consideration of internal controls over financial reporting resulted in identifying a deficiency we considered to be significant, as defined in the Consideration of Internal Control section of this report. We did not identify any deficiencies in internal control over financial reporting we considered to be material weaknesses as defined in the Consideration of Internal Control section of this report.

Our test of compliance with certain provisions of laws and regulations did not disclose any instances of non compliance.

The following sections discuss our opinion on NMB consolidated financial statements; our considerations of NMB internal control over financial reporting; our tests of NMB compliance with certain provisions of applicable laws and regulations; and management's and our responsibilities.

Opinion on the Financial Statements

We have audited the accompanying consolidated balance sheets of NMB as of September 30, 2014 and 2013, and related consolidated statements of net costs and changes in net position, and combined statements of budgetary resources for the years then ended.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of NMB as of September 30, 2014 and 2013, and its net costs, changes in net position, and budgetary resources for the year then ended in conformity with U.S. general accepted accounting principles.

The information in the Management and Discussion Analysis section of this report is not a required part of the basic financial statements, but is supplementary information required by U.S. generally accepted accounting principles. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of this information. However we did not audit this information and, accordingly, we express no opinion on it.

Consideration of Internal Control

A control deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatement on a timely basis. A material weakness is a significant deficiency, or combination of significant deficiencies, that results in more than a remote likelihood that a material misstatement of the financial statements will not be prevented or detected.

Our consideration of internal control over financial reporting was for the limited purpose described in the Responsibilities section of this report and was not designed to identify all deficiencies in internal control over financial reporting that might be a control deficiency, significant deficiency, or material weakness. In our fiscal year 2014 audit, we did not identify any deficiencies in internal control over financial reporting that we considered to be a material weakness, as defined above. However we identified a deficiency in internal control over financial reporting described in Exhibit I that we consider to be a significant deficiency in internal control over financial reporting. A significant deficiency is a control deficiency or a combination of control deficiencies, that adversely affects NMBs' ability to initiate, authorize, record, process, or report financial data reliably in accordance with generally accepted accounting principles such that there is more than a remote likelihood that a misstatement of the NMB's financial statements that is more than inconsequential will not be prevented or detected.

We noted certain additional matters that we have reported to NMB management in a separate letter dated November 14, 2014.

Compliance with Applicable Laws and Regulations

The results of our tests of compliance as described in the Responsibilities section of this report, disclosed no instances of noncompliance or other matters that are required to be reported herein under Government Auditing Standards or OMB Bulletin No. 14-02

Responsibilities

Management Responsibilities: Management is responsible for the consolidated financial statements; establishing and maintaining effective internal control over financial reporting; and complying with laws and regulations applicable to NMB.

Auditors' Responsibilities: Our responsibility is to express an opinion on the fiscal year 2014 and 2013 consolidated financial statements of NMB based on our audits. We conducted our audit in accordance with Government Auditing Standards, auditing standards generally accepted in the United States, and OMB Bulletin No. 14-02, Audit Requirements for Federal Financial Statements. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes the consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of NMB internal control over financial reporting. Accordingly, we express no such opinion.

Responsibilities (Continued)

An audit also includes:

- Examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements.
- Assessing the accounting principles used and significant estimates made by management; and
- Evaluating the overall financial statement presentation.

We believe that our audits provide a reasonable basis for our opinion.

In planning and performing our fiscal year 2014 audit, we considered NMB's internal control over financial reporting by obtaining an understanding of NMB's internal control, determining whether internal control had been placed in operation, assessing control risk, and performing tests of control to determine auditing procedures for the purpose of expressing our opinion on the consolidated financial statements, but not to provide an opinion on the effectiveness of NMB internal control over financial reporting. Accordingly we do not express an opinion on NMB's internal controls over financial reporting. We limited internal control testing to those necessary to achieve the objectives described in OMB Bulletin No. 14-02. We did not test all internal control relevant to operating objectives as broadly defined by the Federal Managers' Financial Integrity Act of 1982.

As part of obtaining reasonable assurance about whether NMBs' fiscal year 2014 consolidated financial statements are free of material misstatements, we performed test of NMBs' compliance with certain provisions of laws and regulations, which noncompliance with could have a direct and material effect on the determination of the consolidated financial statement amounts, and certain provisions of other laws specified in OMB Bulletin 14-02.

NMB written responses to the findings identified in our audit and presented in Exhibit I were not subjected to the auditing procedures applied in the audit of NMBs' consolidated financial statements and, accordingly, we express no opinion on them.

This report is intended solely for the information of NMB management, OMB, and Congress. This report is not intended to be and should not be used by anyone other than these specified parties.

Allmond & Company, LLC

ALLMOND & COMPANY, LLC

November 14, 2014

Certified Public Accountants
8181 Professional Place, Suite 250
Landover, Maryland 20785
(301) 918 8200

EXHIBIT I SIGNIFICANT DEFICIENCY

Improvements Were Needed in Recording Obligations Related to Arbitration Services

National Mediation Board (NMB) experienced significant issues related to recording obligations for arbitration services in the general ledger when they are incurred (once an arbitrator is assigned to a case) during fiscal years (FY) 2010, 2011, 2012, and 2013. Over the years, NMB has made substantial improvements to their procedures for recording obligations related to arbitration services. These improvements included (1) obligating the full cost of the obligation when an arbitrator is assigned to a case; (2) tracking of all cost associated with an arbitrator rendering an award on a case; and (3) documenting the approval to assign an arbitrator to hear a case or group of cases.

Although improvements have been made by NMB to arbitration procedures, we continued to identify weaknesses in recording obligations related to arbitration services in the general ledger. Specifically, the following weaknesses were identified during our audit procedures over obligations related arbitration services:

- NMB internal control procedure to reconcile Arbitrators Workspace System (AWS) obligations to those obligations recorded in the general ledger related to arbitration services was not in operation during FY 2014;
- For 3 of the 37 arbitration obligations reviewed we noted NMB instructed their service provider to pay an invoice received from an arbitrator with an obligation that was not related to the group of cases included on the invoice received.

Government Accountability Office (GAO) Standards on Internal Control in the Federal Government states "Transactions should be promptly recorded to maintain their relevance and value to management in controlling operations and making decisions. This applies to the entire process or life cycle of a transaction or event from the initiation and authorization through its final classification in summary records. In addition, control activities help to ensure that all transactions are completely and accurately recorded."

GAO Standards on Internal Control in the Federal Government also states "Transactions and other significant events should be authorized and executed only by persons acting within the scope of their authority. This is the principal means of assuring that only valid transactions to exchange, transfer, use, or commit resources and other events are initiated or entered into. Authorizations should be clearly communicated to managers and employees."

Office of Administration (OA) staff was unable to produce a report from the AWS with the level of detail necessary to reconcile the AWS obligations to general ledger obligations on a monthly basis. Also, OA staff who instructed the service provider to make payments was unaware of the potential implications of paying invoices from obligations in which they are not related or an obligation has not been established.

These control weaknesses increases the risk of activity related to arbitrators assigned to a case (i.e. expenses, obligations) not being recorded in the general ledger in a timely manner. Furthermore, paying invoices not related to established obligations may lead to NMB expending more than what was available to obligate.

We recommend NMB management do the following to address the issues noted above:

1. Continue to work with NMBs' Chief Information Officer to develop a report at the level of detail necessary to reconcile AWS obligations to general ledger obligations.
2. Office of Administration staff or service provider reconciles the status of obligations established in the general ledger to the amount of cases assigned to an arbitrator per the Arbitration Workspace on a monthly basis.
3. Record an upward adjustment to existing arbitrator obligations when an invoice is received and not enough monies are remaining on the obligation to pay the invoice.
4. Provide training to OA staff responsible for advising the service provider on which obligation is to be liquidated to pay invoices received from arbitrators.
5. Monitoring activities be performed monthly by Office of Administration and Office of Arbitration over the funds that remain available for obligation related to arbitration services.
6. Continue to develop a mechanism to estimate and update obligations related to arbitration in the general ledger as more information about the status of the case becomes available.

NMB MANAGEMENT RESPONSE

The National Mediation Board agrees with finding number one (1). NMB internal control procedures to reconcile the Arbitrator Work Space (AWS) obligations to those obligations recorded in the general ledger related to arbitration services were not in operation during fiscal year FY 2014. The NMB was making major changes to the Arbitrator Work Space during that period of time.

The NMB acknowledges finding number two (2). For 3 of the 37 arbitration obligations reviewed the auditors noted that NMB instructed the service provider to pay an invoice received from an arbitrator with an obligation that was not related to the group of cases included on the invoice received. However these three examples occurred prior to the implementation of improved internal controls and the three examples are not indicative of a current systemic problem. It is also noted that during this period the NMB implemented accounting controls to ensure that arbitrator payments and obligations are in agreement. These controls have been successful: auditors have not found any examples since the NMB implemented these internal controls.

In response to audit findings, the NMB already has implemented the six audit recommendations. In addition, the Office of Administration now has a staff member assigned as the Arbitrator Liaison to ensure that obligations and payment disbursement are accurate. The Arbitrator Liaison is the NMB travel and payment specialist for all arbitrators. The Arbitrator Liaison provides support for all arbitrators and is responsible for making sure all travel requirements are met, travel regulations are followed, and travel reimbursements are paid in a timely manner. The Arbitrator Liaison is responsible for making sure payments for arbitrator work performed are accurate, processed and submitted to the Bureau of the Fiscal Service (BFS) in a timely manner.

AUDITORS' RESPONSE

We will conduct follow-up procedures in FY 2015 to determine whether corrective actions have been developed and implemented.

FINANCIAL STATEMENTS

NATIONAL MEDIATION BOARD
BALANCE SHEET
AS OF SEPTEMBER 30, 2014 AND
2013 (IN DOLLARS)

ASSETS	2014	2013
Intragovernmental		
Fund Balance with Treasury (Note 2)	\$ 6,172,901	\$ 5,440,303
Accounts Receivable, Net	3,312	1,601
Property, Equipment, and Software, Net (Note 3)	30,811	74,274
TOTAL ASSETS	\$ 6,207,024	\$ 5,516,178
LIABILITIES:		
Intragovernmental		
Employer Contributions and Payroll Taxes Payable	\$ 23,718	\$ 29,767
TOTAL INTRAGOVERNMENTAL	\$ 23,718	\$ 29,767
Accounts Payable	312,978	66,386
Accrued Payroll and Benefits	160,522	147,042
Unfunded Annual Leave (Note 4)	472,043	425,724
Contingent Liabilities (Note 4)	75,000	75,000
Capital Lease Liability (Note 6)	23,046	50,512
TOTAL LIABILITIES	\$ 1,067,307	\$ 794,431
NET POSITION:		
Unexpended Appropriations-Other Funds	\$ 5,652,637	\$ 5,146,596
Cumulative Results of Operations-Other Funds	\$ (512,920)	\$ (424,849)
TOTAL NET POSITION	\$ 5,139,717	\$ 4,721,747
AIRLINE TOTAL	\$ 6,207,024	\$ 5,516,178

**NATIONAL MEDIATION BOARD
STATEMENT OF NET COST
FOR THE FISCAL YEARS ENDING
SEPTEMBER 30, 2014 AND 2013 (IN
DOLLARS)**

PROGRAM COSTS:	2014	2013
MEDIATION/ADR		
Gross Cost	\$ 7,745,039	\$ 6,687,774
Net Mediation/ADR	\$ 7,745,039	\$ 6,687,774
REPRESENTATION		
Gross Cost	\$ 2,537,014	\$ 2,687,588
Net Representation	\$ 2,537,014	\$ 2,687,588
ARBITRATION		
Gross Cost	\$ 1,862,429	\$ 2,709,528
Net Arbitration	\$ 1,862,429	\$ 2,709,528
PRESIDENTIAL EMERGENCY BOARD		
Gross Cost	\$ 279,422	\$ 8,070
Net Presidential Emergency Board	\$ 279,422	\$ 8,070
TOTAL GROSS PROGRAM COSTS	12,423,904	12,092,960
NET PROGRAM COSTS	\$ 12,423,904	\$ 12,092,960

**NATIONAL MEDIATION BOARD
STATEMENT OF CHANGES IN NET
POSITION
FOR THE FISCAL YEARS ENDING
SEPTEMBER 30, 2014 AND 2013 (IN
DOLLARS)**

	2014	2013
CUMULATIVE RESULTS OF OPERATIONS:		
Beginning Balances	\$ (424,849)	\$ (372,796)
BUDGETARY FINANCING SOURCES:		
Appropriations Used	11,866,256	11,589,384
Total Financing Sources	12,335,833	12,040,907
Net Cost of Operations	(12,423,904)	(12,092,960)
Net Change	(88,071)	(52,053)
CUMULATIVE RESULTS OF OPERATIONS:	\$ (512,920)	\$ (424,849)
UNEXPENDED APPROPRIATIONS:		
Beginning Balances	\$ 5,146,596	\$ 4,573,132
BUDGETARY FINANCING SOURCES:		
Appropriations Received	13,116,000	13,410,606
Other Adjustments	(743,703)	(1,247,758)
Appropriations Used	(11,866,256)	(11,589,384)
Total Budgetary Financing Resources	506,041	573,464
TOTAL UNEXPENDED APPROPRIATIONS	\$ 5,652,637	\$ 5,146,596
NET POSITION	\$ 5,139,717	\$ 4,721,747

**NATIONAL MEDIATION BOARD
STATEMENT OF BUDGETARY
RESOURCES
FOR THE FISCAL YEARS ENDING
SEPTEMBER 30, 2014 AND 2013 (IN
DOLLARS)**

BUDGETARY RESOURCES:	2014	2013
Unobligated Balance Brought Forward, October 1	\$ 3,743,103	\$ 3,127,703
Recoveries of Prior Year Unpaid Obligations	286,402	668,712
Other changes in unobligated balance	(743,703)	(546,303)
Unobligated balance from prior year budget authority, net	3,285,802	3,250,112
Appropriations	13,116,000	12,709,151
TOTAL BUDGETARY RESOURCES	\$ 16,401,802	\$ 15,959,263
BUDGETARY RESOURCES:		
Obligations Incurred (Note 9)	\$ 12,934,623	\$ 12,216,160
Unobligated balance, end of year:		
Apportioned	437,914	605,371
Unapportioned	3,029,265	3,137,732
TOTAL UNOBLIGATED BALANCE, END OF YEAR	3,467,179	3,743,103
TOTAL BUDGETARY RESOURCES	\$ 16,401,802	\$ 15,959,263
CHANGE IN OBLIGATED BALANCE UNPAID OBLIGATIONS:		
Unpaid Obligations, Brought Forward, October 1	\$ 1,697,200	\$ 2,130,787
Obligations Incurred (Note 9)	12,934,623	12,216,160
Outlays (gross)	(11,639,699)	(11,981,035)
Recoveries of Prior Year Unpaid	(286,402)	(668,712)
Unpaid Obligations, End of Year	\$ 2,705,722	\$ 1,697,200
MEMORANDUM (NON-ADD) ENTRIES:		
Obligated Balance, Start of Year	\$ 1,697,200	\$ 2,130,787
Obligated Balance, End of Year	\$ 2,705,722	\$ 1,697,200
BUDGET AUTHORITY AND OUTLAYS, NET:		
Budget authority, gross	\$ 13,116,000	\$ 12,709,151
Budget Authority, net	\$ 13,116,000	\$ 12,709,151
Outlays, gross	\$ 11,639,699	\$ 11,981,035
Agency outlays, net	\$ 11,639,699	\$ 11,981,035

NOTES TO PRINCIPAL STATEMENTS SEPTEMBER 30, 2014 AND SEPTEMBER 30, 2013

Note 1: Summary of Significant Accounting Policies

The National Mediation Board (NMB), established in 1934 under Section 4 of the Railway Labor Act (RLA), is an independent U.S. federal government agency that performs a central role in facilitating harmonious labor-management relations within two of the nation's major transportation modes - the railroads and airlines. Recognizing the importance of these transportation industries to the public, shippers, and consumers, as well as to the economy and security of the country, the RLA established NMB to promote four key statutory goals:

A. Reporting Entity

The prompt and orderly resolution of disputes arising out of the negotiation of new or revised collective bargaining agreements;

The effectuation of employee rights of self-organization where a representation dispute exists; and

The prompt and orderly resolution of disputes over the interpretation or application of existing agreements.

NMB prepares its financial statements to be in conformity with general accepted accounting principles.

NMB does not hold any non-entity assets and has no funds from dedicated collections as described by the Statement of Federal Financial Accounting Standards (SFFAS) 43.

B. Basis of Presentation

NMB's principal financial statements were prepared from its official financial records and general ledger in conformity with accounting principles generally accepted in the United States and follow the presentation guidance established by OMB Circular No. 136 "Financial Reporting Requirements," as amended. The amounts reported in the financial statements are consolidated totals net of intra-entity transactions. The financial statements have been prepared to report the financial position, net cost of operations, changes in net position, and the status and availability of budgetary resources of NMB. Unless specified otherwise, all amounts are presented in dollars.

C. Basis of Accounting

Transactions are recorded on both an accrual accounting basis and a budgetary basis. The accrual method of accounting requires recognition of the financial effects of transactions, events, and circumstances in the period(s) when those transactions, events, and circumstances occur, regardless of when cash is received or paid. Budgetary accounting facilitates compliance with legal requirements and controls over the use of funds and to keep track of budget authority at the various stages of execution including allotment, obligation, and outlay.

The Balance Sheet, Statement of Net Cost, Statement of Net Position, and Statement of Budgetary Resources have been prepared in accordance with generally accepted accounting principles accepted in the United States for federal entities as prescribed by the standards set forth by the Federal Accounting Standards Advisory Board (FASAB). FASAB is recognized by the American Institute of Certified Public Accountants as the body designated to establish generally accepted accounting principles for federal entities. Certain assets, liabilities, and costs have been classified as intragovernmental throughout the financial statements and notes. Intragovernmental is defined as transactions made between two reporting entities within the federal government.

D. Revenue and Other Financing Sources

NMB receives funds to support its programs through annual appropriations. These may be used to pay program and administrative expenses (primarily salaries and benefits, occupancy, travel, and contractual services costs).

Appropriations are recognized as other financing sources at the time they are used to pay program or administrative expenses. Appropriations used to acquire property and equipment is recognized as financing sources when the assets are purchased.

E. Use of Estimates

The preparation of the accompanying financial statements in accordance with U.S. generally accepted accounting principles requires management to make certain estimates and assumptions that affect the reported amounts of assets, liabilities, revenues, and expenses. Actual results could differ from those estimates.

F. Fund Balances with the US Department of Treasury

The U.S. Treasury (Treasury) processes cash receipts and disbursements on NMB's behalf. The balance of funds with Treasury represents appropriated funds that are available to pay current liabilities and finance authorized purchase obligations relative to goods or services that have not been received. NMB does not maintain cash in commercial bank accounts or foreign currency balances.

G. Accounts Receivable

Accounts receivable primarily consists of amounts due from current and former employees. These receivables are a result of payroll adjustments and or court ordered actions. An allowance for uncollectible accounts receivable from the public is established when either (1) management determines that collection is unlikely to occur after a review of outstanding accounts and the failure of all collection efforts, or (2) an account for which no allowance has been established is submitted to the Department of the Treasury for collection, which takes place when it becomes 120 days delinquent. Based on historical experience, all receivables are collectible and no allowance is provided.

H. Property and Equipment

Property and equipment is stated at cost less accumulated depreciation. NMB capitalizes property and equipment purchases with a cost greater than \$5,000, and a total useful life exceeding one year. Depreciation is calculated on a straight-line basis based on an estimated useful life of 5 years for all assets. Expenditures for repairs and maintenance are charged to operating expenses as incurred.

When NMB enters into a lease agreement, as lessee, if the title of the asset transfers to NMB at the end of the lease or any of the other three capitalization criteria pursuant to SFFAS No. 6, Accounting for Property, Plant, and Equipment, are met, NMB capitalizes the lease at the present value of minimum lease payment and amortizes the cost over the economic useful life of the asset.

I. Liabilities

Liabilities represent the amount of monies or other resources that are likely to be paid by NMB as the result of a transaction or event that has already occurred. However, no liability can be paid by NMB absent an appropriation. Liabilities for which an appropriation has not been enacted are therefore classified as Liabilities Not Covered by Budgetary Resources and there is no certainty that the appropriations will be enacted. Also, liabilities of NMB arising from other than contracts can be abrogated by the government, acting in its sovereign capacity.

Liabilities covered by budgetary resources are liabilities funded by a current appropriation or other funding source. These consist of accounts payable and accrued payroll and benefits. Accounts payable represent amounts owed to another entity for goods ordered and received and for services rendered except for employees.

Liabilities not covered by budgetary resource are liabilities that are not funded by any current appropriation or other funding source. These liabilities consist of accrued annual leave and contingent liabilities.

Regarding NMB's building lease, the General Services Administration (GSA) entered into a lease agreement for NMB's rental of building space. NMB pays GSA a standard level users charge for the annual rental. The standard level users charge approximates the commercial rental rates for similar properties.

J. Accrued Payroll and Benefits

Accrued payroll and benefits reflect salaries and benefits that have been earned, but not disbursed as of September 30, 2014. Accrued payroll and benefits are payable to employees and are therefore not classified as Intragovernmental.

K. Annual, Sick and Other Leave

Annual leave is accrued as a liability as it is earned. The accrual is reduced as leave is taken. Each pay period the balance in the accrued leave account is adjusted to reflect the current leave balances and pay rates. Accrued annual leave is paid from future funding sources and accordingly is reflected as a liability not covered by budgetary resources. Sick leave and other types of non-vested leave are charged to expense as the leave is used.

L. Retirement Plan

NMB's employees participate in either the Civil Service Retirement System (CSRS) or the Federal Employees' Retirement System (FERS). Employees participating in CSRS contribute 7 percent of their gross pay to the plan, and NMB contributes 7 percent.

On January 1, 1987, FERS went into effect pursuant to Public Law 99-335. Most employees hired after December 31, 1983, are automatically covered by FERS and are eligible for Social Security benefits. Employees hired prior to January 1, 1984, could elect either to transfer to the FERS plan and become eligible for Social Security benefits or remain in CSRS. A primary feature of FERS is that it offers a savings plan in which NMB automatically contributes 1 percent of employees' pay and matches any employee contribution up to an additional 4 percent of pay.

The actuarial present value of accumulated benefits, assets available for benefits, and unfunded pension liability of CSRS and FERS is not allocated to individual departments and agencies and is therefore not disclosed by NMB. The reporting of these amounts is the responsibility of the Office of Personnel Management.

M. Commitments and Contingencies

Commitments are contractual agreements involving financial obligations. NMB is committed for goods and services that have been ordered, but have not yet been received.

A contingency is an existing condition, situation, or set of circumstances involving uncertainty as to possible gain or loss. The uncertainty will ultimately be resolved when one or more future events occur or fail to occur. A contingent liability is disclosed in the notes to the financial statements when a past event or exchange transaction has occurred, and future outflow or other sacrifice of resources is measurable and probable. A contingency is not disclosed when any of the conditions for liability recognition are not met and the chance of the future event or events occurring are not probable.

NOTE 2: FUND BALANCES WITH TREASURY

Fund Balance with Treasury account balances as of September 30, 2014 and 2013 were as follows:

FUND BALANCES:	2014	2013
Appropriated Funds	\$ 6,172,901	\$ 5,440,303
TOTAL	\$ 6,172,901	\$ 5,440,303

STATUS OF FUND BALANCE WITH TREASURY

Unobligated Balance:

Available	\$ 437,914	\$ 605,371
Unavailable	3,029,265	3,137,732
Obligated Balance Not Yet Disbursed	2,705,722	1,697,200
TOTAL	\$ 6,172,901	\$ 5,440,303

NOTE 3: PROPERTY AND EQUIPMENT, NET

NMB uses straight-line depreciation with a useful life of 5 years and a capitalization threshold of \$5,000.

Schedule of Property and equipment, at September 30, 2014:

MAJOR CLASS	ACQUISITION COST	ACCUMULATED AMORTIZATION/ DEPRECIATION	NET BOOK VALUE
Capital Lease	\$ 157,180	\$ 134,134	\$ 23,046
Furniture & Equipment	\$ 93,553	\$ 85,788	\$ 7,765
TOTAL	\$ 250,733	\$ 219,922	\$ 30,811

Schedule of Property and equipment, at September 30, 2013

MAJOR CLASS	ACQUISITION COST	ACCUMULATED AMORTIZATION/ DEPRECIATION	NET BOOK VALUE
Capital Lease	\$ 157,180	\$ 109,382	\$ 47,798
Furniture & Equipment	\$ 93,553	\$ 67,077	\$ 26,476
TOTAL	\$ 250,733	\$ 176,459	\$ 74,274

NOTE 4: LIABILITIES COVERED AND NOT COVERED BY BUDGETARY RESOURCES

Liabilities Covered and Not Covered By Budgetary Resources as of September 30, 2014 and 2013 consist of the following:

LIABILITIES NOT-COVERED BY BUDGETARY RESOURCES	2014	2013
Contingent Liabilities	\$ 75,000	\$ 75,000
Unfunded Leave	472,043	425,724
Total Liabilities Not Covered by Budgetary Resources	\$ 547,043	\$ 500,724
Total Liabilities Covered by Budgetary Resources	520,264	293,707
Total Liabilities	\$ 1,067,307	\$ 794,431

NOTE 5: PENSIONS, OTHER RETIREMENT BENEFITS, AND OTHER POST RETIREMENT BENEFITS

The NMB reports the full cost of employee pensions, other retirement benefits, and other post-employment benefits in accordance with SFFAS No. 5, Accounting for Liabilities of the Federal Government. Although the NMB funds a portion of the benefits under FERS and CSRS relating to its employees and withholds the necessary payroll deductions, a portion of the Normal Pension Cost remains unpaid. SFFAS No. 5 requires the recognition of this remaining cost as imputed financing.

Pension and other retirement benefit expenses are calculated using cost factors determined by actuaries at the Office of Personnel Management. These cost factors are calculated based on economic and demographic assumptions. The cost factor is multiplied by the basic pay in order to obtain the "Normal Cost" for the accounting period. This Normal Cost is the present value of the projected benefits of each employee allocated on a level basis over the service of the employee between entry age and assumed exit age.

The imputed financing amount represents the difference between the employer's total pension expense and the employer's contribution.

Imputed Financing Sources in 2014 and 2013 consists of the following:

	2014	2013
Office of Personnel Management	\$ 469,577	\$ 451,523
Total Imputed Financing Sources	\$ 469,577	\$ 451,523

NOTE 6: ACCOUNTING FOR LEASES

NMB occupies office space under a lease agreement with the General Services Administration (GSA) that is accounting for as an operating lease. The lease term was for a period of eleven years began on November 1, 2005 and expires on October 31, 2016. NMB pays GSA a standard level users charge for the annual rental adjusted annually for operating cost escalations in accordance with the provisions in the Federal Management Regulations.

Operating Leases:

FISCAL YEAR	OFFICE SPACE
2015	1,418,181
2016	1,434,348
TOTAL	\$ 2,852,529

Capital Leases:

NMB entered into a capital lease on October 6, 2008 to lease a Xerox machine over a five- year period. The lease provide for ownership to transfer to NMB at the end of the lease period. The present value of the minimum lease payments of \$1,671 annually at an interest rate of 9.5 percent was determined to be \$6,415.23 for the second machine. The Capital Lease Asset is being depreciated on a straight line basis on 5 years. The Capital Lease Liability as of September 30, 2014 and 2013 was \$0 and \$127.

NMB entered into a capital lease on October 6, 2008 to lease a Xerox machine over a five- year period. The lease provide for ownership to transfer to NMB at the end of the lease period. The present value of the minimum lease payments of \$7,033 annually at an interest rate of 9.5 percent was determined to be \$27,006 for the last machine. The Capital Lease Asset is being depreciated on a straight line basis on 5 years. The Capital Lease Liability as of September 30, 2014 and 2013 was \$0 and \$535.

NMB entered into a capital lease on September 10, 2010 to lease a Xerox machine over a five-year period. The lease provide for ownership to transfer to NMB at the end of the lease period. The present value of the minimum lease payments of \$25,807.20 annually at an interest rate of 8.25 percent was determined to be \$102,365.28 for the machine. The Capital Lease Asset is being depreciated on a straight line basis on 5 years. The Capital Lease Liability as of September 30, 2014 and 2013 was \$19,062 and \$41,370.

NMB entered into a capital lease on September 27, 2010 to lease a Xerox machine over a five-year period. The lease provide for ownership to transfer to NMB at the end of the lease period. The present value of the minimum lease payments of \$5,393.52 annually at an interest rate of 8.25 percent was determined to be \$21,393.61 for the machine. The Capital Lease Asset is being depreciated on a straight line basis on 5 years. The Capital Lease Liability as of September 30, 2014 and 2013 was \$3,984 and \$8,480.

NOTE 7: CONTINGENT ARBITRATOR LIABILITIES

The NMB revised its policy, so that when cases are assigned to an Arbitrator the full cost of the case is obligated. The number of cases not assigned to any arbitrators September 30, 2014 and 2013 is 3,189 and 2,721 respectively. If these cases were assigned, we estimate it would cost \$2,009,700 in fiscal year 2014 and \$1,714,230 in fiscal year 2013 for arbitrators to hear and render an award on these cases.

Equal Employment Opportunity (EEO)

An EEO lawsuit alleging age and race bias for the withdrawal of an offer of employment, Unspecified damages requested include back pay, forward pay, and remedial damages. An unfavorable outcome is reasonably possible and could result in a loss in the range of \$200,000.

Procurement Contract

A claim for payment under a contract for construction work that was not completed by the contractor in question. An unfavorable outcome is probable and could result in potential losses between \$75,000 and \$145,000.

NOTE 8: INTRAGOVERNMENTAL COSTS AND EXCHANGE REVENUE

The purpose of this classification of NMB's revenue and cost is to enable the Federal Government to provide consolidated financial statements, and not to match public and intragovernmental revenue with costs that are incurred to produce public and intragovernmental revenue. The intragovernmental costs relate to the source of goods and services purchased by NMB and are treated independently from the classification of related revenue.

PROGRAM COSTS:	2014	2013
Mediation/ADR		
Intragovernmental Costs	\$ 2,633,198	\$ 1,695,473
Public Costs	5,111,841	4,992,301
Total Mediation/ADR	\$ 7,745,039	\$ 6,687,774
Representation		
Intragovernmental Costs	\$ 439,260	\$ 753,423
Public Costs	2,097,754	1,934,165
Total Representation	\$ 2,537,014	\$ 2,687,588
Arbitration		
Intragovernmental Costs	\$ 586,249	\$ 309,983
Public Costs	1,276,180	2,399,545
Total Arbitration	\$ 1,862,429	\$ 2,709,528
Presidential Emergency Board		
Intragovernmental Costs	\$ 337	\$ 1,411
Public Costs	279,085	6,659
Total Presidential Emergency Board	\$ 279,422	\$ 8,070
Total Intragovernmental Costs	3,659,044	2,760,290
Total Public Costs	8,764,860	9,332,670
Total Gross Program Costs	12,423,904	12,092,960
Net Program Costs	\$ 12,423,904	\$ 12,092,960

NOTE 9: APPORTIONMENT CATEGORIES OF OBLIGATIONS INCURRED

Obligations incurred reported on the Statement of Budgetary Resources in 2014 and 2013 consists of the following:

NOTE 10: UNDELIVERED ORDERS NET AT THE END OF THE PERIOD

The amount of budgetary resources obligated for undelivered orders at September 30, 2014 and 2013 is \$2,185,457 and \$1,403,493 respectively.

NOTE 11: STATEMENT OF BUDGETARY RESOURCES VS. BUDGET OF THE UNITED STATES GOVERNMENT

The reconciliation as of September 30, 2013 is presented below. The reconciliation as of September 30, 2014 is not presented, because the submission of the Budget of the United States (Budget) for FY 2016, which presents the execution of the FY 2014 budget, occurs after publication of these financial statements. The National Mediation Board Budget Appendix can be found on the OMB website (<http://www.whitehouse.gov/omb/budget>) and will be available in early February 2015.

For the Fiscal Year Ended September 30, 2013 (In millions)

DIRECT OBLIGATIONS	2013	2014
Category A	\$ 12,209,386	\$ 12,640,418
Category B	6,774	294,205
Total Obligations Incurred	\$ 12,216,160	\$ 12,934,623

NOTE 12: RECONCILIATION OF NET COST OF OPERATIONS (PROPRIETARY) TO BUDGET

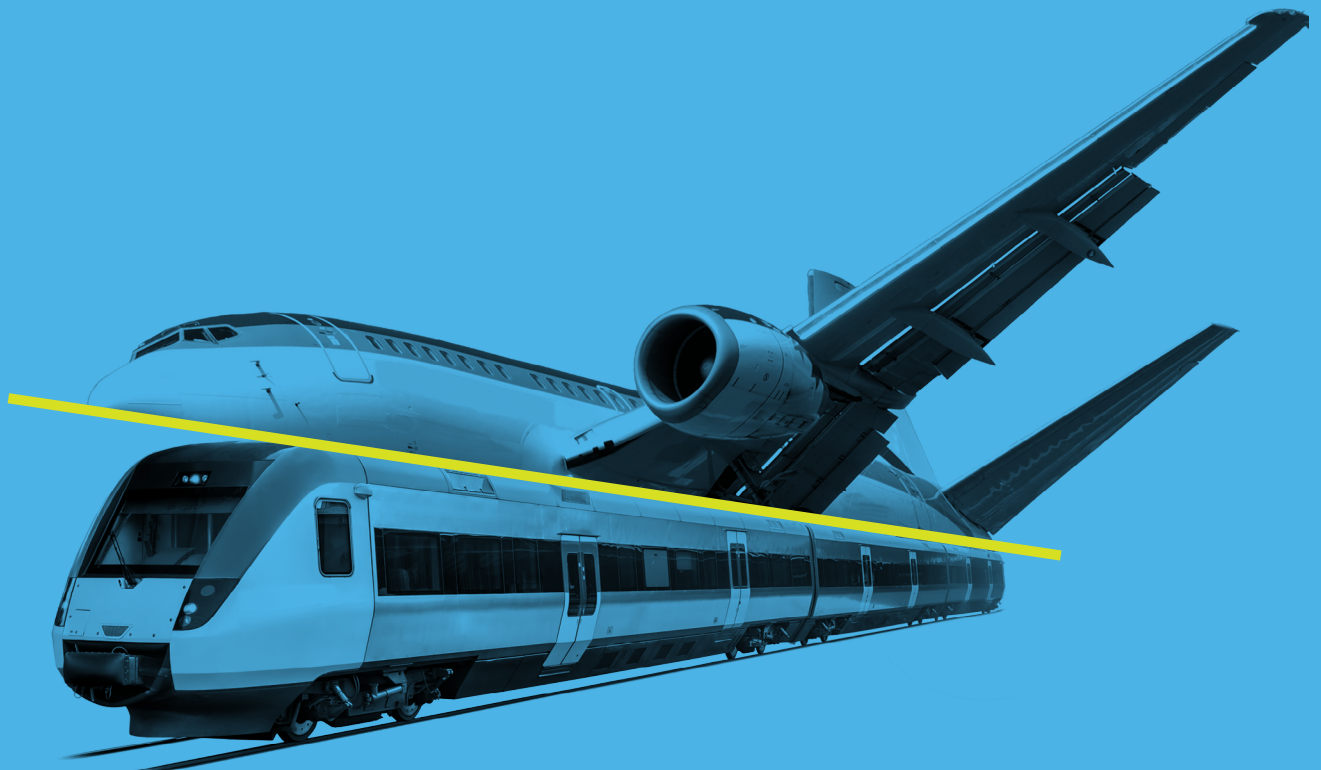
NOTE 12: RECONCILIATION OF NET COST OF OPERATIONS (PROPRIETARY) TO BUDGET

RESOURCES USED TO FINANCE ACTIVITIES:	2014	2013
Budgetary Resources Obligated		
Obligations Incurred	\$ 12,934,623	\$ 12,216,160
Spending Authority From Offsetting Collections and Recoveries	(286,402)	(668,712)
Obligations Net of Offsetting Collections and Recoveries	12,648,221	11,547,448
Net Obligations	12,648,221	11,547,448
Other Resources		
Imputed Financing From Costs Absorbed By Others	469,577	451,523
Net Other Resources Used to Finance Activities	469,577	451,523
Total Resources Used to Finance Activities	13,117,798	11,998,971
RESOURCES USED TO FINANCE ITEMS NOT PART OF THE NET COST OF OPERATIONS:		
Change In Budgetary Resources Obligated For Goods, Services and Benefits Ordered But Not Yet Provided	(781,965)	41,935
Total Resources Used to Finance Items Not Part of Net Cost of Operations	(781,965)	41,935
Total Resources Used to Finance the Net Cost of Operations	12,335,833	12,040,906
COMPONENTS OF THE NET COST OF OPERATIONS THAT WILL NOT REQUIRE OR GENERATE RESOURCES IN THE CURRENT PERIOD:		
Components Requiring or Generating Resources in Future Periods Increase In Annual Leave Liability	46,319	3,509
Components Not Requiring or Generating Resources		
Depreciation and Amortization	43,462	50,146
Other	(1,710)	(1,601)
Total Components of Net Cost of Operations That Will Not Require or Generate Resources	41,752	48,545
Total Components of Net Cost of Operations That Will Not Require or Generate Resources In The Current Period	88,071	52,054
Net Cost of Operations	\$ 12,423,904	\$ 12,092,960



APPENDIX

95 Glossary
98 Acronyms



Glossary

These definitions are provided for general understanding only. They do not provide definitive definition regarding any matter before the Board and are not to be construed as legal definitions that may be cited in any administrative, legal or arbitral proceeding.

Act The Railway Labor Act

Agency The National Mediation Board

Alternative Dispute Resolution (ADR)

ADR is a process for resolving disputes outside of the judicial system of law. In the venue of the NMB, ADR is the facilitation of interest-based or mutual-interest negotiations and grievance mediation.

Amendable Contract Under the Railway Labor Act, collective bargaining agreements become subject-to-change on a specified date, rather than expiring as agreements do under the National Labor Relations Act.

Annual Report NMB's Annual Performance and Accountability Report

Arbitration A type of dispute resolution process where an arbitrator renders a decision, which usually can be appealed judicially only on a very narrow basis such as fraud

Arbitration Forum A committee formed of officials of railroads, rail unions, arbitrators and the NMB for the purpose of improving the processing of railroad employee grievances

Board May be one of the following, depending upon the context in which it appears:

- National Mediation Board (NMB)
- Presidential Emergency Board (PEB)
- National Railroad Adjustment Board (NRAB)
- Special Board of Adjustment (SBA)
- Public Law Board (PLB)
- System Board of Adjustment (SBA)

Carrier An airline or railroad as defined by sections 151 and 181 of the Railway Labor Act

CFO Chief Financial Officer

Class I A category of the largest U.S. railroads as defined by the Surface Transportation Board

Collective Bargaining Agreement A labor contract between a union and a carrier

Cooling Off Period A 30-day period of time preceding the right of parties to a collective bargaining dispute to engage in economic "self help" under the RLA

Craft or Class A group of employees deemed by the NMB to share a community of work and interest for the purpose of collective bargaining under the RLA

Direct Negotiations Negotiations between the parties to a collective bargaining dispute before or apart from NMB mediation

E-book A book available via the Internet such as NMB's Annual Performance and Accountability Report

E-business The conduct of business on the Internet

E-filing An electronic method for submitting documents

E-Verify A system for online verification

Facilitation A process where a neutral helps the parties in a collective bargaining or grievance dispute use ADR problem-solving methods such as interest-based bargaining or grievance mediation

Facilitated Problem Solving This approach to bargaining utilizes a process of problem identification and discussion to reach resolution of issues rather than an exchange of proposals.

Grievances Complaints of employees or unions arising out of the application or interpretation of collective bargaining agreements

Grievance Arbitration A method of resolving grievances whereby an arbitrator determines the outcome

Grievance Mediation In the venue of the NMB, using mediation as an alternative to arbitration for resolving grievances

Impasse In mediation under the RLA, an impasse is when the NMB determines that further mediation will not resolve a collective bargaining dispute.

Interest Arbitration A process, under the RLA, to establish the terms of a new or modified collective bargaining agreement through arbitration, rather than through negotiations

Interest Based Negotiation A type of negotiations where the parties collaboratively focus on finding solutions to underlying needs or concerns of each party (i.e., the whys) instead of adversatively negotiating specific positions

Internet Voting A web-based balloting option that supplements telephone electronic voting in representation elections

Laboratory Conditions Conditions to a representation dispute which ensure the independence of labor and management for the purpose of self-organization and the right of employees to freely determine whether they wish to be represented, or not, for the purpose of collective bargaining

Legacy Carriers A term applied to traditional major, hub-based airlines versus regional or point-to-point carriers

Major Disputes Disputes between management and a union pertaining to collective bargaining as opposed to grievance disputes known as Minor Disputes

Mediation A type of dispute resolution process where a neutral (i.e., a mediator) facilitates agreement between the parties to a collective bargaining dispute, vis-a-vis imposing a settlement on the parties via arbitration

Minor Disputes Grievances of employees or unions arising out of the application or interpretation of collective bargaining agreements as opposed to collective bargaining disputes known as Major Disputes

National Handling Mediation of a collective bargaining dispute where management of several railroads have chosen to negotiate collectively on a national basis

National Labor Relations Act (NLRA) Grants most private sector workers the right to organize and bargain collectively. Air and rail employees, however, are covered by the Railway Labor Act (RLA) rather than the NLRA.

National Railroad Adjustment Board One of three types of tribunals under the RLA for resolving railroad grievances (also see Special Boards of Adjustment and Public Law Boards). NRAB cases are resolved by the carrier and union members with or without a neutral.

NMB Lyceum The NMB's open-resource, distance-learning website established to provide NMB staff, labor relations practitioners and the public with training programs relevant to the National Mediation Board and the Railway Labor Act.

Ombudsman An official of the NMB that receives and addresses problems or complaints of employees or contractors regarding actions of agency managers or staff

Online Arbitration An Arbitration forum and a form of Online Dispute Resolution where hearings are held in virtual, web-based meeting rooms with live video

Online Dispute Resolution The application of Internet or web-based technology to resolving disputes

Open Government Directive President Obama's Directive of December 8, 2009, requiring Federal executive departments and agencies to take specific actions to implement the principles of Transparency, Participation, and Collaboration

Presidential Emergency Board A Board established under the Railway Labor Act by the U.S. President to investigate and report on an airline or railroad labor dispute

Proffer of Arbitration The step in the process of resolving collective bargaining disputes under the RLA, which follows a determination of impasse by the NMB, whereby the NMB offers voluntary, binding arbitration to the parties as a method for resolving the dispute

Public Interest Meetings Under the RLA, the NMB can intervene in an active collective bargaining dispute at any time in the interest of the general public. Usually, one or both parties to a dispute requests the mediation services of the NMB.

Public Law Boards (PLB) One of three types of tribunals under the RLA for resolving railroad grievances (also see National Railroad Adjustment Board and Special Boards of Adjustment)

Railway Labor Act (RLA) A federal law that grants interstate airline and railroad employees the right to organize and bargain collectively. Other private industry employees are covered by the National Labor Relations Act (NLRA).

Representation Dispute A situation on an airline or railroad where employees in a specific, carrier-wide workgroup seek to organize for the purpose of collectively bargaining with their employer regarding matters of wages, benefits and working conditions

Section 3 Section 153 of the RLA pertaining to the National Railroad Adjustment Board

Section 3 Committee A group of representatives from freight, regional and commuter railroads and representatives of major rail unions, whose goal is the improvement of resolution of grievances

Section 6 Section 156 of the RLA pertaining to the changing of wages, rules, hours and working conditions

Section 7 Section 157 of the RLA pertaining to Arbitration

Section 9 Section 159A of the RLA pertaining to Presidential Emergency Boards for certain publicly-funded and operated commuter railroads

Section 10 Section 160 of the RLA pertaining to Presidential Emergency Boards for airlines and railroads other than those covered by Section 9a

Self Help The right of a party to a collective bargaining dispute to unilaterally act in its own best interest. A carrier, for example, may lock disputing employees out of the workplace or implement changes in pay, rules and working conditions; and the union, for example, may work specifically as required by its collective bargaining agreement or strike

Showing-of-Interest In a representation dispute, employees in a Craft or Class must indicate an interest in being represented for the purpose of collective bargaining by signing authorization cards which are submitted to the NMB by the representative/s of their choosing.

Special Boards of Adjustment (SBA) One of three types of tribunals under the RLA for resolving railroad grievances (also see National Railroad Adjustment Board and Public Law Boards)

Status Quo Situations under the RLA in either collective bargaining or representation disputes where existing pay rates, rules and working conditions cannot be changed unilaterally, pending the resolution of the dispute in question.

Strike A work stoppage action initiated by a union

System Boards of Adjustment (SBA) An arbitration board pursuant to an agreement by the parties for resolving airline grievances
System-wide Under the RLA, a craft or class applies anywhere an airline or railroad operates in the United States

Telephone Electronic Voting (TEV) A paperless balloting process using telephones instead of traditional paper ballots

Work Stoppage An interruption to the operations of an airline or railroad

Acronyms

AA	American Airlines
ABA	American Bar Association
ABX	Airborne Express
A-case	An NMB designation for a Mediation case
ACR	Association for Conflict Resolution
ACRE	Association of Commuter Rail Employees
ADR	Alternative Dispute Resolution
ADRS	Alternative Dispute Resolution Services
AE	American Eagle
AFA	Association of Flight Attendants
AFL-CIO	American Federation of Labor and Congress of Industrial Organizations
AFR	Air Freight Representatives
AFSCME	American Federation of State, County and Municipal Employees
AIRCON	Airline Industrial Relations Conference
ALI-ABA	American Law Institute-American Bar Association
ALPA	Air Line Pilots Association
AMFA	Aircraft Mechanics Fraternal Association
AMTRAK	National Railroad Passenger Corporation (NRPCC)
AMTTI	Air Tran Maintenance Technical Training Instructors
APA	Allied Pilots Association
APFA	Association of Professional Flight Attendants
ARASA	American Railway and Airway Supervisors Association
ARB	Arbitration
ATDA	American Train Dispatchers Association
ATDD	American Train Dispatchers Department (BLET)
AVG	Average
BCW	Brotherhood of Communication Workers
BHPP	Brotherhood of Hoggers and Pin-Pullers
BLET	Brotherhood of Locomotive Engineers and Trainmen
BMWE	Brotherhood of Maintenance of Way Employees [Employees]
BMWED	Brotherhood of Maintenance of Way Employees Division
BNSF	Burlington Northern and Santa Fe
BPD	Bureau of Public Debt
BRC	Brotherhood of Railway Carmen
BRS	Brotherhood of Railroad Signalmen
CA	Confidential Assistant
CBA	Collective Bargaining Agreement
CFO	Chief Financial Officer
CGE	Concur Government Edition Travel Services
CIO	Chief Information Officer
CLE	Continuing Legal Education
CMI	Continental Micronesia
COOP	Continuity of Operations Plan
COS	Chief of Staff
CP	Canadian Pacific
CRU	Coalition of Rail Unions
CSR	Customer Service Representative
CSX / CSXT	CSX Transportation, Inc.
CWA	Communication Workers of America
D&H	Delaware and Hudson

DC	District of Columbia
DEN	Denver International Airport
DOT	Department of Transportation
EO	Executive Order
F-case	An ADR designation for Facilitation cases (F and F-ODR)
F&O	Firemen & Oilers
FAA	Federal Aviation Administration
FAA ACT	Federal Aviation Administration Modernization and Reform Act of 2012
FAR	Federal Acquisition Regulation
FFMIA	Federal Financial Management Improvement Act
FISMA	Federal Information Security Management Act
FMFIA	Federal Managers' Financial Integrity Act of 1982
FOIA	Freedom of Information Act
FPS	Facilitative Problem Solving
FUI	Findings Upon Investigation
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GAO	Government Accountability Office
GC	General Counsel
GLOWS	Accounting System Used by NMB
GM	Grievance Mediation
GM-case	An ADR designation for Grievance Mediation cases (GM and GM-ODR)
GPRA	Government Performance and Results Act
GSA	General Services Administration
HELP	Health, Education, Labor and Pensions
HERE	Hotel Employees and Restaurant Employees International Union
IAM	International Association of Machinists & Aerospace Workers
IAMAW	International Association of Machinists & Aerospace Workers
IBEW	International Brotherhood of Electrical Workers
IBT	International Brotherhood of Teamsters
IFPTE	International Federation of Professional & Technical Engineers
IHB	Indiana Harbor Belt
JD	Juris Doctor (Doctor of Law)
MBCR	Massachusetts Bay Commuter Railroad
MD	Maryland
MI	Michigan
MPI	Mileage Plus, Inc.
MRL	Montana Rail Link
NA	Not Applicable
NCCC	National Carrier's Conference Committee
NCFO	National Conference of Firemen and Oilers
NJASAP	NetJets Association of Shared Aircraft Pilots
NLRA	National Labor Relations Act
NLRB	National Labor Relations Board
NMB	National Mediation Board
NO&GCTU	New Orleans & Gulf Coast Trainman's Union
NPRM	Notice of Public Rulemaking
NRAB	National Railroad Adjustment Board
NRLC	National Railway Labor Conference
NRPC	National Railroad Passenger Corporation (AMTRAK)
OA	Office of Administration
OAS	Office of Arbitration Services
ODR	Online Dispute Resolution
OLA	Office of Legal Affairs
OMAS	Office of Mediation and ADR Services
OMB	Office of Management and Budget

OP	Outreach and Promotion
OP-case	An ADR designation for Outreach OP and OP-ODR cases
OPEIU	Office and Professional Employees International Union
OPM	Office of Personnel Management
ORD	Chicago O'Hare Int'l Airport
OVC	Online Video Conferencing
PAR	Pan Am Railways
PATH	Port Authority Trans Hudson
PEB	Presidential Emergency Board
PIN	Personal Identification Number
PLB	Public Law Board
POA&M	Plans of Action and Milestones
PRISM	A BPD Procurement System
PRLBC	Passenger Rail Labor Bargaining Coalition
PSA	PSA Airlines
R-case	An NMB designation for a Representation case
RDM	Records and Document Management
RIM	Records and Information Management
RLA	Railway Labor Act
RLBC	Rail Labor Bargaining Coalition
RR	Railroad
SBA	Special Board of Adjustment or System Board of Adjustment
SEIU	Service Employees Int'l Union
SEPTA	Southeastern Pennsylvania Transportation Authority
SFFAC	Statements of Federal Financial Accounting Concepts
SIU	Seafarers International Union of North America
SMART	Merger of SMWIA and UTU
SMWIA	Sheet Metal Workers International Union
SOP	Standard Operating Procedures
SORS	Station Operations Representatives
T-case	An ADR designation for Training cases (T and T-ODR)
TCU/TCIU	Transportation Communications International Union
TEV	Telephone Electronic Voting
TWA	Trans World Airlines
TWU	Transport Workers Union of America
UAL	United Air Lines
UCH	United Continental Holdings
UP	Union Pacific Railroad
USA	United States of America
USA	United Steelworkers of America
USWW	United Service Workers - West (SEIU)
UTU	United Transportation Union
VAPA	Virgin America Pilots Association
VIN	Voter Identification Number
WDI	Withdrawn During Investigation
YDM	Yardmasters



NATIONAL MEDIATION BOARD
1301 K STREET NW, SUITE 250 EAST
WASHINGTON, DC 20005-7011
202-692-5000 WWW.NMB.GOV