



NATIONAL
LABOR
RELATIONS
BOARD

Fiscal Year (FY) 2027

Justification of Performance
Budget for the Committee on
Appropriations

March 30, 2026



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FY 2027 Congressional Budget Justification

I. Foreword

The National Labor Relations Board (NLRB, Board, or Agency) is a mid-sized independent federal agency that was established by Congress in 1935 to administer and enforce the National Labor Relations Act (NLRA or Act). The NLRB promotes and protects workers' rights by investigating, prosecuting, and adjudicating alleged labor law violations involving private sector employees, labor organizations, and employers throughout the United States. The NLRB also investigates and resolves questions concerning representation among employees to determine whether the employees wish to be represented by a labor organization.

The NLRB fiscal year (FY) 2027 Budget Request is \$285.5 million, \$8.7 million below the FY 2026 Enacted of \$294.2 million. The request advances the President's Management Agenda and aligns to the Agency's Reduction in Force (RIF) and Reorganization Plans as directed by Executive Order 14210, *Implementing the President's "Department of Government Efficiency" Workforce Optimization Initiative*. By executing Department of Government Efficiency (DOGE) initiatives, the NLRB effectively supported the Administration's priorities without carrying out a RIF. For the FY 2027 Congressional Budget Request, the NLRB fully supports the Administration's reforms necessary to fulfill its roles in the most cost-effective manner for the American people. To that end, the Budget would allow the Agency to maintain staffing levels generally even with those expected under the FY 2026 appropriation. The requested funding and associated FTE level would support the Agency's functions that are directly related to its statutory mission, including resolving labor disputes through investigation, settlement, litigation, adjudication, education, and compliance, as well as conducting representation elections to determine if employees wish to be represented for the purposes of collective bargaining.

In fulfilling its statutory mission, the Agency relies primarily on skilled and experienced professionals and administrative employees. The annual staff compensation (salaries and benefits) accounts for approximately 81.1 percent of the requested funding or \$231.7 million (supporting approximately 1,149 employees); 10.4 percent or \$29.7 million is required for information technology, security, communication, and utilities expenses; 5.7 percent or \$16.2 million is required for rent; and the remaining 2.8 percent or \$7.9 million is allocated to costs and activities that include, but are not limited to: court reporting, case-related travel, witness fees, interpreters, training, and mission support offices. The NLRB remains committed to the President's vision by implementing strategies to support an equitable, effective, and accountable organization that delivers results for all. Staff resources are a priority for the agency. As the Agency moves forward to meet the Administration's policy and management

objectives, it will continue to identify and fill skill gaps, maximize operational efficiency, and strategically allocate resources to fulfill its roles and responsibilities most effectively.

II. Mission Statement

Protecting workplace democracy and the rights of employees, unions, and employers under the National Labor Relations Act, in order to promote commerce and strengthen the Nation's economy.

III. Agency Role and Functions

The NLRB administers and enforces the NLRA, the primary federal statute governing labor relations in the private sector. The purposes of the NLRA are to promote collective bargaining among employers, labor organizations, and employees, and to protect employees' rights to freely express their wishes regarding collective-bargaining representation and to take other concerted action for their mutual aid or protection. The statute incorporates these policy goals by expressly providing employees the rights to self-organization; to form, join, or assist labor organizations; to bargain collectively through representatives of their own choosing; and to engage in other concerted activities for their mutual aid or protection. It also establishes that employees have the right to refrain from those activities. The NLRB in turn protects these rights through the administration, interpretation, and enforcement of the Act, both in prosecuting unfair labor practices (ULPs) and in conducting representation elections to determine employees' desires regarding union representation. Significantly, there is no private right of action under the NLRA; thus, the Agency is the only recourse for an employee, employer, or labor organization to seek redress of a violation of the NLRA or to obtain a certification whether a labor organization is the representative of a group of employees. Consequently, the Agency is essential for the enforcement of rights under the NLRA. Its processing of cases also assists in easing the burden on the court systems across the United States and promotes industrial stability nationwide.

The NLRB's authority is divided by law and by delegation. The Board has five members, when at full strength, and primarily acts as a quasi-judicial body in deciding cases based on formal records in administrative proceedings. The NLRA also grants the Board rulemaking authority. The President designates one Board member as the Chairman. Independent from the Board, the General Counsel is responsible for investigating and prosecuting ULP charges, and for overseeing the NLRB's Regional Offices, which process representation petitions on behalf of the Board. The General Counsel also is responsible for managing many of the day-to-day administrative, financial, personnel, human capital, and operational responsibilities of the Agency by delegation from the Board. The Board members and the General Counsel are appointed by the President and confirmed by the Senate.

The Board and the General Counsel are located in the Agency's Headquarters in Washington, D.C. The Agency also has a nationwide network of Administrative Law Judges who are

administratively assigned to one of two offices located in Washington, D.C. and San Francisco. There are 26 Regional Offices located in major cities across the United States, and an additional 22 offices within those Regions, giving the Agency a network of 48 field offices nationwide.

To fulfill the Agency's first primary function, prosecuting and remedying ULPs, the General Counsel has responsibility for: investigating charges alleging ULPs; approving withdrawals of or dismissing non-meritorious charges; facilitating or obtaining settlements or issuing and prosecuting complaints in meritorious cases; and obtaining court enforcement of Board remedial orders in ULP cases.

In connection with its second primary function, investigating and resolving questions concerning representation, the Agency enforces the right of employees to choose whether to be represented by a labor organization. Representation cases are initiated by the filing of a petition by employees, labor organizations, or employers. The Agency evaluates the petition and, if appropriate, conducts an election to determine if employees wish to have, or continue to have, a labor organization as their collective-bargaining representative. Thereafter, the Agency addresses challenges and/or objections to the election, if filed, and ultimately certifies whether the participating labor organization is the exclusive collective-bargaining representative of the employees in the bargaining unit.

Strategic Plan FY 2026 – 2030

The NLRB's FY 2026-2030 Strategic Plan (Strategic Plan), which guides the Agency's program and budget decisions, contains four (4) goals designed to objectively measure the Agency's success in achieving its mission. The Strategic Plan guides the Agency to ensure effective enforcement of the NLRA through timely and quality consideration and resolution of ULP charges with appropriate remedies; to provide timely and effective mechanisms to resolve questions concerning representation; to achieve organizational excellence and serve as a model employer; and to manage Agency resources efficiently and in a manner that instills public trust. The Strategic Plan includes objectively measurable time targets for both ULP and representation cases to ensure a high level of responsiveness to the public as well as efficiencies within the organization.

NLRB MISSION

Protecting workplace democracy and the rights of employees, unions, and employers under the National Labor Relations Act, in order to promote commerce and strengthen the Nation's economy.

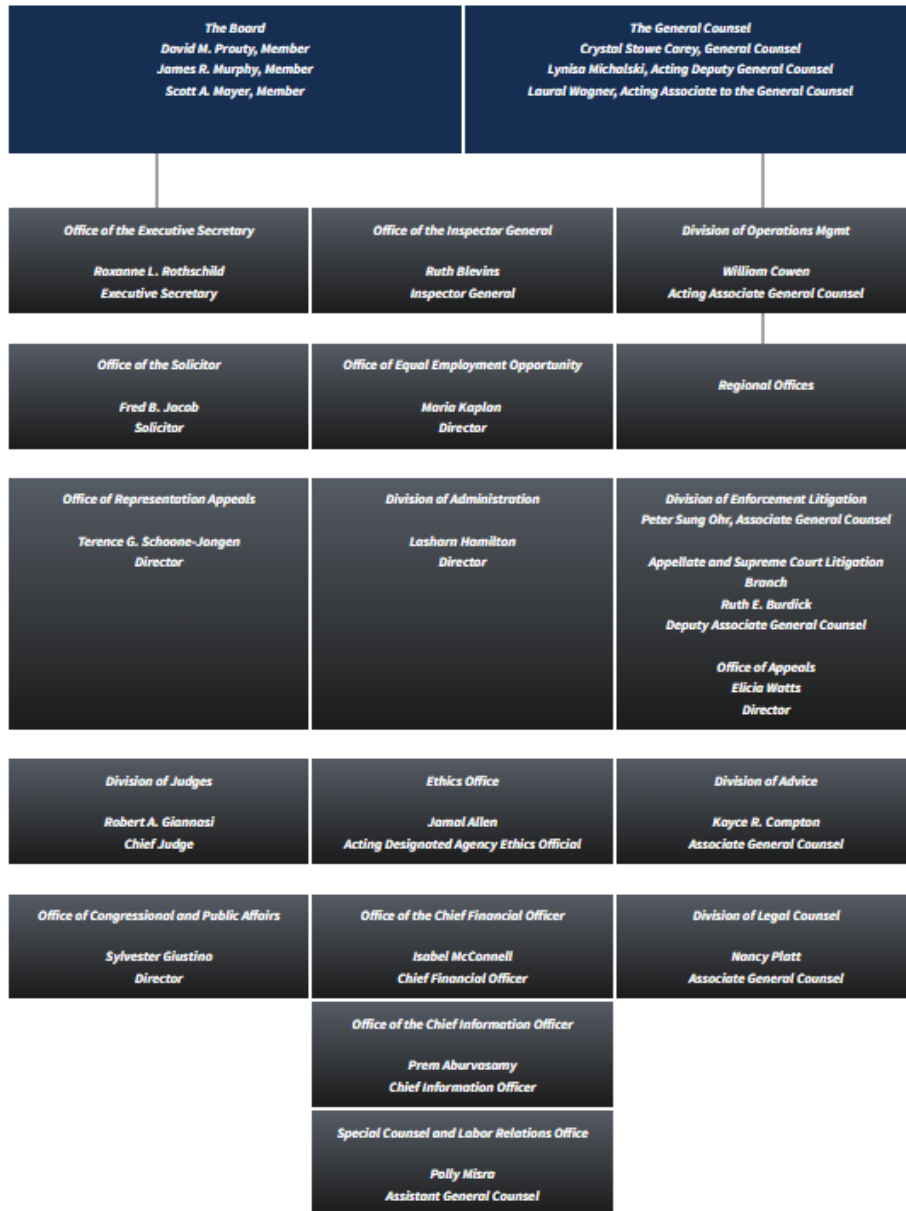
NLRB VISION

Achieving our mission by broadening public awareness and understanding of the NLRA, effectively allocating resources, and ensuring productivity among the Agency's highly talented current and future workforce.

STRATEGIC GOALS

1. Ensure effective enforcement of the National Labor Relations Act through timely and quality consideration and resolution of unfair labor practice charges with appropriate remedies.
2. Provide timely and effective mechanisms to resolve questions concerning representation.
3. Achieve organizational excellence and serve as a model employer.
4. Manage Agency resources efficiently and in a manner that instills public trust.

Organizational Structure¹



¹ Of the five-Member Board, the NLRB currently has three sitting Board Members and two vacancies. Also, there is no Chairman designation.

IV. Appropriation Language

Appropriation Language	Explanation of Changes
<p style="text-align: center;">NATIONAL LABOR RELATIONS BOARD SALARIES AND EXPENSES</p> <p><i>For expenses necessary for the National Labor Relations Board to carry out the functions vested in it by the Labor-Management Relations Act, 1947, and other laws, \$285,499,000, of which \$1,674,000 shall be for the Office of the Inspector General: Provided, that no part of this appropriation shall be available to organize or assist in organizing agricultural laborers or used in connection with investigations, hearings, directives, or orders concerning bargaining units composed of agricultural laborers as referred to in section 2(3) of the Act of July 5, 1935, and as amended by the Labor-Management Relations Act, 1947, and as defined in section 3(f) of the Act of June 25, 1938, and including in said definition employees engaged in the maintenance and operation of ditches, canals, reservoirs, and waterways when maintained or operated on a mutual, nonprofit basis and at least 95 percent of the water stored or supplied thereby is used for farming purposes.</i></p> <p style="text-align: center;"><i>ADMINISTRATIVE PROVISION</i></p> <p><i>Sec. 408. None of the funds provided by this Act or previous Acts making appropriations for the National Labor Relations Board may be used to issue any new administrative directive or regulation that would provide employees with any means of voting through any electronic means in an election to determine a representative for the purposes of collective bargaining.</i></p>	<p>The FY 2027 Budget Request includes a proposal to add language identifying how much of the appropriation is available to support the Office of the Inspector General.</p>

V. Legislative Proposal

The NLRB is not making any legislative proposals.

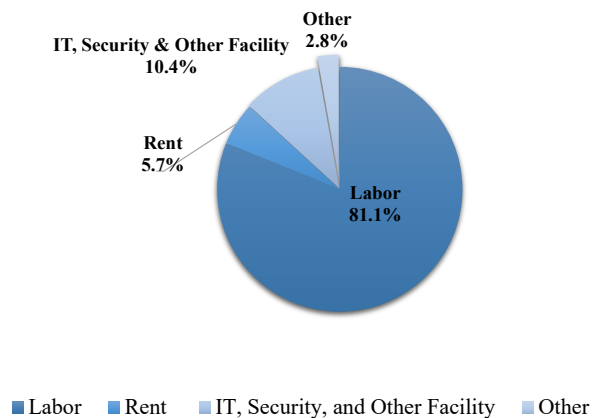
VI. Use of Evidence and Evaluation

The NLRB continues to improve program performance by using data and analytics to evaluate and develop methods and processes that promote innovation and improve program delivery.

VII. Overview of the FY 2027 Budget Request

During FY 2026, the NLRB will continue to implement a restructuring effort to deliver on the President’s management priorities and executive orders. The Agency will continue with this effort in FY 2027 under its request of \$285.5 million in annual appropriations. Under the FY 2027 request, the NLRB will continue to prioritize the enforcement of the Act by protecting workplace democracy and the rights of employees, unions, and employers and preserving privacy for taxpayers. In FY 2027, the Agency will continue to evaluate its workforce with a view towards addressing the current backlog and increased intake levels. The Agency will also plan hires and staff reallocations such as to reduce knowledge gap and understaffing level in key positions in Headquarters and field offices.

FY 2027 Expenses by Category
At Guidance



The Agency is committed to providing American taxpayers with high-quality service in protecting their right to choose whether to engage in protected activity, ensuring productivity among the Agency’s highly talented, dedicated workforce, and responsibly managing the Agency’s resources. The NLRB is working to substantially complete its case management modernization initiative in the next two years. This modernization effort will make possible a complete replacement of its aging, outage-prone electronic case management system. In addition, the Budget would allow the Agency to address non-pay inflationary costs. NLRB is a staff-driven organization; its annual staff compensation (salaries and benefits) accounts for approximately 81.1 percent (\$231.7 million) of its overall fiscal year budget (based on 1,149 employees). Of the remainder, 10.4 percent (\$29.7 million) goes to information technology, security, communication, and utilities expenses; 5.7 percent (\$16.2 million) to rent for the NLRB Headquarters and other offices across the country; and the remaining 2.8 percent (\$7.9 million) is allocated to a host of core operational costs and activities that include, but are not limited to: court reporting, case-related travel, witness fees, interpreters, legal research systems, case

management systems, training, compliance with government-wide statutory and regulatory mandates, and mission support offices.

Program Changes..... -\$8,725,000 / -2 FTE

Base Adjustments -\$9,000,000 / -2 FTE

Non-Pay Inflation +\$1,020,957 / 0 FTE

Funds are requested to support the increase in prices of non-labor goods and services that are not directly related to personnel compensation and benefits.

Promotions and Within Grade Increases +\$950,000 / 0 FTE

Funds are requested to support internal promotions and contractual within-grade increases for personnel who have met the performance requirement.

Operations & Maintenance (O&M) Contracts -\$928,000 / 0 FTE

The NLRB will generate savings by improving the effectiveness of legacy case management system through investment from the TMF account.

Annualized Cost Savings Associated with DRP and VERA Resignations -\$1,742,437 / 0 FTE

The anticipated savings represent the full year of cost savings associated with the employees who had participated in the DRP and the eligible employees who had applied under the VERA.

Base Adjustment Required to Reach FY 2027 Budget Request -\$8,300,520 / -2 FTE

The NLRB is committed to supporting and implementing the Administration's priorities and plans by managing efficiencies by reducing non-labor and staffing costs. The non-labor reduction of \$8 million represents non-labor costs, associated with GSA TMF repayments and space alteration projects. The labor reduction of \$296,680 includes two FTEs in the Office of the Inspector General.

Program Increase +\$275,000 / 0 FTE

Transition to the Core Human Capital Management System +\$275,000 / 0 FTE

The Budget includes \$275,000 to support the transition to the U.S. Office of Personnel Management's (OPM) consolidated Core Human Capital Management (Core HCM) system, which will consolidate outdated and inefficient human resources systems into a single, modern Core HCM platform. This single, modern platform will encompass personnel action processing, employee system of record, position management, and workforce analytics, among other human resource functions. This amount includes estimated licensing fees for the new system, data migration, and warehousing of legacy data.

Funding Level

National Labor Relations Board

Dollars in Thousands

Detail	FY 2025 Actual	FY 2026 Enacted Budget	FY 2027 Budget Request
Appropriation	\$299,224	\$294,224	\$285,499
FTE	1,213	1,151	1,149

Program Activities

The NLRB has five (5) Program Activities that can be thought of as major mission functions for reporting. The Program Activities are Casehandling, Administrative Law Judge Hearings, Board Adjudication, Mission Support, and the Inspector General.

Program Activity	FY 2025 Actual	FY 2025 Actual FTE	FY 2026 Enacted Budget	FY 2026 Enacted Budget FTE	FY 2027 Budget Request	FY 2027 Budget Request FTE	\$ Change from FY 2026 Enacted Budget	FTE Change from FY 2026 Enacted Budget	% \$ Change from FY 2026 Enacted Budget	% FTE Change from FY 2026 Enacted Budget
Casehandling	\$171.0	873	\$165.0	821	\$163.6	821	-\$1.4	0	-0.8%	0.0%
Administrative Law Judges	\$10.0	39	\$9.2	36	\$9.2	36	\$0.0	0	0.0%	0.0%
Board Adjudication	\$23.9	97	\$24.0	98	\$23.2	98	-\$0.8	0	-3.3%	0.0%
Mission Support	\$92.8	199	\$94.0	188	\$87.8	188	-\$6.2	0	-6.6%	0.0%
Inspector General	\$1.5	5	\$2.0	8	\$1.7	6	-\$0.3	-2	-15.0%	-25.0%
Total Budgetary Resources	\$299.2	1,213	\$294.2	1,151	\$285.5	1,149	\$8.7	-2	-3.0%	-0.2%

Casehandling

+\$163.6 million / +821 FTE

Net Change -\$1.4 million / 0 FTE

The casehandling program activity is the processing of ULP and representation cases. The Agency employees who work in the offices/branches/divisions involved in these processes include: The Office of the General Counsel, Division of Advice (including the Regional Advice Branch and Injunction Litigation Branch), Division of Operations-Management that includes the Regional Offices, Division of Enforcement Litigation (including Appellate and Supreme Court Litigation Branch and Office of Appeals), and Division of Legal Counsel (including Contempt, Compliance, and Special Litigation Branch, FOIA Branch, E-Litigation Branch, and Privacy Counsel).

Unfair Labor Practice Proceedings

The NLRA regulates the conduct of labor-management relations between employers and unions. Employees have rights under the NLRA without regard to the presence or absence of a union. The NLRB enforces the provisions of the Act through ULP proceedings, which are adjudicated and remedied through procedures under the NLRA.

The General Counsel has sole responsibility—independent of the Board—to investigate charges of ULPs, and to decide whether to issue complaints with respect to such charges. The Board, in turn, acts independently of the General Counsel in deciding the merits of ULP cases.

The General Counsel investigates ULP charges through the Agency’s network of Regional, Subregional, and Resident Offices (collectively known as Field Offices). If there is reason to believe that a ULP charge has merit, the Regional Director, on behalf of the General Counsel, issues and prosecutes a complaint against the charged person, unless a settlement is reached. With some exceptions, a complaint that is not settled or withdrawn is tried before an ALJ, who issues a decision. The decision may be appealed to the Board by any person through the filing of exceptions. The Board decides cases on the basis of the formal record, according to the Act and the body of case law that has been developed by the Board and the federal courts.

If the Board finds that a violation of the Act has been committed, the role of the General Counsel thereafter is to act on behalf of the Board to obtain compliance with the Board’s order remedying the violation. Although Board decisions and orders in ULP cases are final and binding with respect to the General Counsel, they are not self-enforcing as to the other parties. The statute provides that “any person aggrieved by a final order of the Board” may seek review of the Board’s decision in a U.S. Court of Appeals. In addition, if a person refuses to comply with a Board decision, the Board must petition for court enforcement of its order. In court proceedings to review or enforce Board decisions, the General Counsel represents the Board and acts as its attorney. Also, the General Counsel acts as the Board’s attorney in contempt proceedings and when the Board seeks temporary injunctive relief under Section 10(e) of the NLRA after the entry of a Board order and pending enforcement or review of proceedings in circuit court.

Section 10(j) of the NLRA empowers the Agency to petition a federal district court for an injunction to temporarily prevent and remedy ULPs by employers or unions and to restore the status quo, pending full review of the case by the Board. In enacting this provision, Congress was concerned that delays inherent in the administrative processing of ULP charges, in certain instances, would frustrate the Act’s remedial objectives. Determining whether the use of Section 10(j) is appropriate in a particular case is dependent on preserving the Board’s ability to effectively remedy the alleged ULP and ensuring the alleged violator would not otherwise reap the benefits of its violation.

Under the NLRB procedures, after deciding to issue a ULP complaint, the General Counsel may request authorization from the Board to seek injunctive relief. The Board votes on the General Counsel’s request and, if a majority votes to authorize injunctive proceedings, the General Counsel, through the Regional staff, files for injunctive relief with an appropriate federal district court. In addition, under Section 10(l) of the Act, when a Region’s investigation of a charge

yields reasonable cause to believe that a union has committed certain specified ULPs, such as a work stoppage or picketing with an unlawful secondary objective, the Regional Director is required, on behalf of the Board, to seek an injunction from a federal district court to halt the alleged unlawful activity.

The NLRB encourages parties to resolve cases by settlement rather than litigation whenever possible. In fact, in FY 2025 more than 96.8 percent of meritorious ULP cases were settled by agreement of the parties either during the investigation or prior to the hearing before an ALJ.

As of December 19, 2025, the Agency's settlement program was very successful. During this period, 456 meritorious ULP cases were settled, with the expectation of settling over 5,700 more still in process. For the same period, the Agency issued 34 complaints. The number of complaints issued is lower than anticipated due to the impact of a 43-day government shutdown that includes the Agency and the loss of Field staff to the Deferred Resignation Program, VERA, resignations, and voluntary retirements. It is estimated that the Agency is on pace to issue over 400 complaints for FY 2026. Overall, the Agency's FY 2026 settlement rate is 97.6 percent to date.

Representation Proceedings

In contrast to ULP proceedings, representation proceedings conducted pursuant to the Act are not adversarial. Representation cases are initiated by the filing of a petition—by an employee, a group of employees, a labor organization acting on their behalf, or in some cases by an employer. Typically, the petitioner requests an election to determine whether a union has the support of a majority of the employees in an appropriate bargaining unit and therefore should be certified or decertified as the employees' bargaining representative. The role of the Agency in such cases is to investigate the petition and conduct a secret-ballot election, if appropriate, addressing challenges and objections to the election subsequently, and thereafter determining whether certification should be issued.

The Act grants the Board exclusive authority over representation cases. However, the Board has delegated certain responsibilities to the Regional Directors and other responsibilities to the General Counsel. The Regional Offices, which are under the day-to-day supervision of the General Counsel, process representation petitions and conduct elections on behalf of the Board based on a delegation of authority made in 1961. The Board holds the authority to determine the rules and regulations governing representation proceedings, and has authorized the General Counsel to facilitate the processing of representation petitions consistent with the rules and regulations. The Board also has ultimate authority to determine such matters as the appropriateness of the bargaining unit and to rule on any challenges and objections to the

conduct of an election. The Regional Directors have delegated authority to render initial decisions in representation matters, which are subject to Board review.

Compliance Proceedings

To secure compliance with the Board’s orders, settlement agreements, and related Court orders, the General Counsel’s staff must actively follow up to ensure that the outcomes of the investigative and adjudicative processes are fully implemented. NLRB staff work directly with employees whose rights were violated to calculate backpay, and they coordinate with respondents on required remedial actions such as notice postings, reinstatement, expungement of disciplinary records, withdrawal of unlawful rules or policies, and bargaining obligations.

Because Board orders are not self-enforcing, instances of noncompliance—or disputes over the scope or meaning of the required remedies—may necessitate additional compliance hearings or enforcement actions in federal court.

Administrative Law Judges (ALJs)

+\$9.2 million / +36 FTE

Net Change \$0.0 million / 0 FTE

Meritorious charges are litigated before the Agency’s ALJs, who travel around the country to conduct hearings and render decisions and recommended orders. The parties may accept and comply with a judge’s decision. Alternatively, any person may appeal against those decisions and recommend orders to the Board, which then reviews the case and issues a final Board Decision and Order. In FY 2025, the Division of Judges closed 120 hearings, issued 148 decisions, and achieved 362 settlements. Based on the most recent disposition and inventory projections, the Division of Judges set a target of 110 closed hearings and 130 decisions for FY 2026 and 130 closed hearings and 140 decisions for FY 2027. With these targets in mind, the Division will allocate resources strategically and take all available opportunities to avoid or minimize potential delays in scheduling, hearing, and deciding cases.

Board Adjudication

+\$23.2 million / +98 FTE

Net Change -\$0.8 million / 0 FTE

Board Adjudication encompasses the activities of the Board, Board Member staff offices, the Office of the Executive Secretary, the Office of the Solicitor, and the Office of Representation Appeals. In a ULP case, if no exceptions to the decision are filed the Board automatically issues an order adopting an ALJ’s decision. Historically, approximately 35.0 percent of ALJ decisions are not excepted to by the parties and are complied with voluntarily. The remaining cases, where exceptions are filed, require review and issuance of a Board decision. The Board’s review and

writing process proceeds most efficiently when there are five Senate-confirmed Board Members, and each Member office is fully staffed with attorneys. In representation cases, the Board has delegated the initial processing of these cases to the Regional Offices. Any person may request Board review of matters arising from the Regional Offices' handling of representation cases, including decisions issued by Regional Directors in such cases.

The Board-side attorneys are primarily responsible for assisting the Members in reviewing both ULP and representation cases and play an integral role in the drafting of decisions. In addition, the Board-side staff supports the Board's rulemaking activities, including drafting notices of proposed rulemaking, reviewing comments, and drafting final rules. In short, the staff attorneys are integral to all of this work, and it could not get done without them. In FY 2025, the Board's intake of ULP cases was 192 cases, which was a 12 percent decrease over FY 2024, but it was a 5.5 percent increase over the ULP case intake from FY 2023, which was 182 cases. The Board's intake of representation cases in FY 2025 was 209 cases, which was a 19 percent increase over FY 2024, and a 50 percent increase over FY 2023. These are significant increases in case intake for the Board, but the case intake could be even higher in future years given the downstream effects of continuing increases in both ULP and representation case intake in the Agency's field offices. The Board will carefully manage all available resources to meet these demands as efficiently as possible, while at the same time handling competing priorities, including its regulatory functions. The Board is committed to meeting all of its core mission responsibilities.

The Executive Secretary is the chief administrative and judicial management officer of the Board. The functions and responsibilities of the Office of the Executive Secretary ("ES Office") are similar to those of a Clerk of the Court — to receive and docket all formal documents filed with the Board and issue and serve on all parties the Board's decisions, orders, rulings, and other case documents. The ES Office is the exclusive point of contact for communications by the parties to cases pending before the Board and, particularly regarding questions about Board procedure and case status inquiries, is the principal point of contact for employers, unions, employees, other Federal agencies, and the public. In its role of facilitating case management, the ES Office relies upon the Board's electronic case management system to ensure that documents filed and those issued are included in the case record, and to monitor case progress and overall Board case production.

The Solicitor serves as the chief legal adviser and consultant to the Board on all questions of law arising in connection with the Board's general operations and on major questions of law and policy relating to enforcing, defending, and achieving compliance with Board orders in the Courts of Appeals and the U.S. Supreme Court. The Office of the Solicitor processes, reviews, researches, provides written recommendations to the Board, and drafts appropriate orders with respect to various ULP case matters that require expedited consideration, including motions for

summary and default judgment, special appeals, formal settlement agreements, and petitions to revoke investigative subpoenas. The Office of the Solicitor serves as the Board's legal representative and liaison to the General Counsel's office, other offices within the Board's organization, and to other government agencies as needed. The Solicitor's Office reviews and researches relevant case law, precedent, Board policy, and provides written recommendations for action to the Board with respect to requests from the General Counsel to institute various types of litigation requiring authorization by the Board, such as seeking injunctions, intervention, contempt, and petitioning for certiorari with the Supreme Court.

Mission Support

+\$87.8 million / +188 FTE

Net Change -\$6.2 million / 0 FTE

Mission Support encompasses activities from the following offices: The Division of Administration, the Office of the Chief Financial Officer, the Office of the Chief Information Officer, the Office of Ethics, the Office of Congressional and Public Affairs, the Office of Equal Employment Opportunity, the Freedom of Information Act (FOIA) Branch, and the Office of Special Counsel and Labor Relations. Mission Support resources fund multiple functions that have a direct tie to Agency-wide activities. For example, while compensation for field attorneys is funded in the casehandling account, the facilities (and the resulting rent and physical security) and the computer and research systems they use to conduct their work are funded by Mission Support. Without commensurate funding in Mission Support, casehandling and other critical personnel would not be able to execute their mission critical work of administering and enforcing the NLRA.

The Mission Support supportive functions including administrative, human capital, information technology, operational, and financial management functions are conducted mainly at the NLRB Headquarters. The various supportive offices, branches, and divisions develop standard operating procedures and protocols consistent with regulatory and legal guidance and promulgate necessary operating directives. Specifically, these organizational units assess and assist all business operations for the Regional Offices and Headquarters through guidance and support activities related to: administration, human resource management, government and legal ethics, training, recruitment, on/off-boarding, equal employment opportunity principles, labor and employee relations, budget, acquisition, accounting, financial management, internal control, enterprise risk management, facilities, property, security, technology infrastructure, congressional and public affairs, and privacy.

In addition, the Agency will continue to support access to Health Units to help ensure a healthy and safe in-person workforce. These efforts will in turn benefit the Agency with respect to employee productivity and retention.

Inspector General

+\$1.7 million / 6 FTE

Net Change -\$0.3 million / -2 FTE

The FY 2027 Budget estimate of \$1.7 million for the Office of Inspector General (OIG) includes \$1.3 million for payroll salaries and benefits, \$270,300 for the Agency's Financial Statement Audit contract, \$50,000 for training of OIG personnel, \$42,000 for travel, \$12,000 for audit software, and \$8,435 to support the Council of the Inspectors General on Integrity and Efficiency.

VIII. Information Technology Investment Strategy

The NLRB remains steadfast in its commitment to cultivating a forward-looking, resilient, and secure Information Technology (IT) environment that robustly supports its vital mission to enforce the NLRA. For FY 2027, the Agency will continue its strategic modernization efforts by significantly advancing its Zero Trust Architecture (ZTA) maturity, deploying cutting-edge Artificial Intelligence (AI) capabilities to enhance operational efficiency and service delivery, completing the deployment of its new Case Management System, and optimizing critical network support services.

Advancing Zero Trust Architecture

To effectively defend against the increasingly sophisticated landscape of cyber threats, the NLRB will make targeted investments in strengthening the Applications and Workloads, and Data pillars of the CISA Zero Trust Maturity Model. Building upon prior successes in maturing the Network and Device pillars, FY 2027 efforts will strategically focus on the deployment of Microsoft Sentinel—a cloud-native Security Information and Event Management (SIEM) and Security Orchestration, Automation, and Response (SOAR) platform. This critical investment will provide:

- **Enterprise-wide Visibility:** By ingesting logs from all cloud-based applications and high-value systems, Sentinel will offer a comprehensive view of the Agency's digital landscape.
- **AI-Driven Threat Detection:** Leveraging advanced AI analytics, the platform will proactively detect anomalous behavior and intelligently prioritize security incidents, significantly reducing response times.
- **Automated Incident Response:** Through integrated playbooks and orchestration tools, Sentinel will enable automated responses to common threats, enhancing the speed and consistency of our cybersecurity posture.

- **Enhanced Cybersecurity Compliance Tracking:** The platform will facilitate robust cybersecurity compliance tracking, ensuring alignment with Office of Management and Budget (OMB) guidance and Memorandum M-23-18 requirements.

This investment is pivotal, enabling the Agency to continuously monitor and advance its Zero Trust posture across all pillars, establish key performance metrics, and ensure agile, risk-based, enterprise-level decision-making.

Integrating AI for Enhanced Operations

In direct alignment with Executive Orders 14158 *Establishing and Implementing the President’s “Department of Government Efficiency”*, and 14179 *Removing Barriers to American Leadership in Artificial Intelligence*, the NLRB will strategically expand its adoption of AI to automate routine tasks, enhance data analysis capabilities, and fundamentally improve service delivery. Key FY 2027 initiatives include:

- **Generative AI for Drafting Support:** Implementing generative AI tools will reduce administrative burden in document creation and communication, significantly improving turnaround times for critical outputs.
- **AI-Enhanced Legal Research:** Integrating AI into legal research platforms will empower legal staff with more efficient and comprehensive research capabilities.
- **AI-Driven Data Classification:** Deploying AI for automated data classification and labeling will bolster secure content management practices and strengthen Data Loss Prevention (DLP) strategies.
- **AI-Based Analytics for Resource Allocation:** Utilizing AI-driven analytics will provide deeper insights into operational data, optimizing resource allocation and supporting more informed strategic decision-making.

These transformative efforts will empower staff to dedicate more time to complex casework, foster greater transparency in Agency operations, and ultimately strengthen public trust in the NLRB’s ability to effectuate its mission.

Completing Case Management System Modernization

The Agency will achieve a significant milestone in FY 2027 with the completion of the deployment of its new Case Management System Modernization (CMSM) platform, a critical initiative funded by the Technology Modernization Fund. This modern system will:

- **Replace Legacy System:** Successfully replace the outdated NxGen system by FY 2027, eliminating long-standing system limitations and inefficiencies that have built up over time, and improving system reliability.
- **Automate Case Processing:** Introduce automation to streamline case processing workflows and enhance the reliability and integrity of case data.
- **Improve Cybersecurity & Reduce Costs:** Significantly enhance the cybersecurity posture of case data and reduce ongoing IT maintenance costs associated with the legacy system.

Optimizing Network Support Services

In parallel with these strategic technology investments, the NLRB will undertake key changes to its network support services to further optimize operational efficiency and enhance control over critical infrastructure. The Agency will assume direct internal management of its Zscaler Zero Trust services, transitioning from external vendor management to an in-house capability. The management shift will provide greater agility, cost-effectiveness, and direct oversight of essential network components.

Enhancing Enterprise Data Governance and Lifecycle Management

To advance the Agency’s commitment to robust information governance and address recommendations outlined in the OIG audit under the Federal Information Security Modernization Act (FISMA), the NLRB will complement its existing Microsoft 365 and Azure investments with the acquisition of two AvePoint Gov Cloud solutions: AvePoint Cloud Governance Standard for M365 – Gov Cloud (and AvePoint Policies & Insights – Gov Cloud). The OIG report emphasized the need for formalized processes for data governance, metadata management, and lifecycle control, including maintaining a comprehensive and accurate inventory of all agency data assets. These AvePoint solutions will operationalize these requirements by automating workspace provisioning, enforcing lifecycle policies for inactive sites and orphaned accounts, and providing advanced visibility into oversharing and sensitive data exposure across Microsoft SharePoint, OneDrive, and SQL Server content—platforms that collectively house the majority of Agency data.

AvePoint Cloud Governance provides policy-driven automation for workspace creation and lifecycle enforcement, reducing manual intervention and mitigating risks associated with data sprawl. AvePoint Policies & Insights provides granular reporting and remediation capabilities for permissions audits and sensitive data exposure, strengthening compliance posture and audit readiness. Both products introduce AI-driven classification and predictive retention, enabling dynamic tagging and automated decisions based on content sensitivity and usage patterns. This AI functionality enhances compliance with OMB guidance and supports FISMA objectives

while optimizing storage costs and improving operational efficiency. By complementing Microsoft Purview and Entra capabilities, these investments create a unified, automated governance framework that positions the Agency to meet federal mandates and sustain a modern, resilient IT environment.

IX. Management Priorities: Advancing the President’s Management Agenda

Rightsizing the Federal Real Estate Footprint

The General Services Administration (GSA) serves as the real estate agent for the NLRB, providing office space in both federally owned and leased buildings. While the NLRB prefers to occupy federal buildings, GSA also secures commercial space for the Agency’s 50 field offices nationwide (inclusive of the Washington, D.C. and San Francisco, CA judges’ offices) when federally controlled space is unavailable. As a public-facing agency, the NLRB has unique security requirements and designated areas for public meetings and walk-in services.

In previous years, GSA-led space reduction projects typically required three to five years to complete after initiation. The NLRB space reduction efforts can proceed if the Agency has available funding or if the GSA provides funding that the NLRB can repay over time. However, most projects rely on the NLRB’s funding, as requests for financial assistance from the GSA have had limited success. In certain years, this reliance on internal funding has limited the number of concurrent reduction projects.

Although projected cost savings from reduced rent are significant, closing an office also entails expenses. These include construction costs to restore vacated space per lease requirements, as well as contingencies, costs for temporary swing space, two relocations, potential new office furniture, and shredding.

The NLRB is on track to exceed its space reduction goal of at least 30 percent, initiated in 2011. The Agency assesses office utilization rates annually to determine which locations should be closed, reduced, or relocated. Office closures and space reduction projects completed between 2014 and 2019 resulted in annual rent savings of \$4.6 million, with an average square footage reduction of 73.12 percent. Projects completed between 2020 and 2025 yielded an additional \$5.8 million in annual rent savings, with an average reduction of 47.93 percent.

2014 to 2019 Projects Completed

NLRB Office	Building Type	Year Completed	Reduction %	Annual Costs Savings
RO-12 Jacksonville -Closed	Leased	2014	100.00%	\$62,873.52
RO-7 Des Moines -Closed	Federal	2015	100.00%	\$31,880.64
Headquarters	Leased	2015	37.24%	\$3,671,621.28
R-18 Minneapolis	Leased to Federal	2015	37.91%	\$513,815.52
DOJ Atlanta -Closed	Federal	2016	100.00%	\$57,708.36
Landover warehouse -Closed	Leased	2017	100.00%	\$88,275.00
RO-19 Anchorage -Closed	Federal	2017	100.00%	\$45,071.76
R-4 Philadelphia	Leased	2017	31.92%	\$54,114.12
R-7 Detroit	Federal	2019	51.04%	\$99,125.88
			Total	\$4,624,486.08

2020 to 2025 Projects Completed

NLRB Office	Building Type	Year Completed	Reduction %	Annual Costs Savings
R-1 Boston	Federal	2022	48.19%	\$368,767.56
R-20 San Francisco	Leased to Federal	2022	37.57%	\$391,028.40
R-12 Tampa	Leased	2023	36.40%	\$78,416.45
SR-26 Memphis	Leased	2023	69.75%	\$153,211.68
R-32 Oakland	Federal	2023	52.83%	\$13,223.18
DOJ San Francisco	Leased to Federal	2023	71.30%	\$96,706.40
SR-11 Winston-Salem	Leased	2023	41.73%	\$17,310.60
R-5 Baltimore	Leased to Federal	2024	46.01%	\$247,015.09
R-10 Atlanta	Leased to Federal	2024	30.62%	\$32,663.86
R-29 Brooklyn	Leased	2024	34.19%	\$363,986.04
DOJ New York -Closed	Federal	2024	100.00%	\$275,142.36
R-22 Newark	Federal	2025	42.17%	\$172,091.05
Headquarters	Leased	2025	39.52%	\$3,510,527.97
SR-37 Honolulu	Federal	2025	18.30%	\$41,618.63
R-6 Pittsburgh	Federal	2025	50.35%	\$118,160.53
			Total	\$5,879,869.79

The Agency's real capital plans for FY 2027 to FY 2031 require a \$10 million investment towards construction and another \$5 million for other expenses, such as moving, furniture, excessing, and shredding.

FY 2027 to FY 2031 Capital Plan

NLRB Office	Building Type	Projected Completion	Reduction %	Annual Costs Savings
SR-17 Overland Park	Leased	2026	67.34%	\$121,092.48
RO-10 Nashville	Leased	2026	11.59%	\$15,704.36
RO-10 Birmingham	Leased to Federal	2026	15.31%	\$33,844.04
R-25 Indianapolis	Federal	2026	61.90%	\$143,048.05
R-28 Phoenix	Leased	2026	45.08%	\$126,805.47
R-3 Buffalo	Leased	2026	48.59%	\$145,778.78
SR-24 San Juan	Leased	2026	49.67%	\$189,287.87
SR-26 Memphis -Closure	TBD	2026	100.00%	\$51,492.00
SR-33 Peoria	Leased	2027	51.75%	\$54,601.84
R-31 West LA	Leased	2027	67.26%	\$541,521.12
SR-30 Milwaukee	Leased	2027	63.95%	\$107,525.33
R-4 Philadelphia	Leased to TBD	2027	42.00%	\$169,591.97
R-8 Cleveland	Federal to TBD	2028	63.58%	\$155,056.54
R-10 Atlanta	Federal to TBD	2028	10.40%	\$86,053.39
R-13 Chicago	Federal	2029	61.19%	\$445,298.93
R-14 St. Louis	Federal	2029	65.91%	\$131,583.70
R-15 New Orleans	Federal	2029	72.51%	\$157,299.02
R-19 Seattle	Federal	2030	56.67%	\$257,982.22
R-27 Denver	Federal	2030	52.54%	\$157,027.43
RO-16 San Antonio -	TBD	2031	100.00%	\$26,837.62
R-9 Cincinnati	Federal	2031	71.80%	\$189,399.99
			Total	\$3,306,832.16

Establishing a Merit-Based Federal Workforce

The NLRB is actively advancing efforts to support the FY 2027 Management Priority of Establishing a Merit-Based Federal Workforce, in alignment with the President’s Management Agenda and OMB guidance. Through the implementation of targeted hiring reforms, modern assessment tools, and streamlined recruitment processes, the Agency will continue building a skills-based workforce of the most capable, mission-driven employees. These changes are being implemented within our current operational budget and are designed to yield long-term benefits to both the Agency and its mission-critical workforce needs.

Ongoing Implementation Efforts and Anticipated Benefits

Strengthening Hiring Practices and Merit-Based Evaluations

The NLRB is currently implementing validated technical and alternative assessments, such as structured interviews, situational judgment tests, and work simulations, across all vacancies GS – 05 and higher. These tools are designed to more accurately evaluate applicants based on job-relevant competencies and reduce reliance on subjective qualifications.

As this approach becomes fully embedded, the Agency expects to see improved candidate quality, stronger alignment between applicant skillsets and organizational needs, and thus better hiring decisions overall. In addition, the shift away from self-assessments for candidate ranking will ensure greater objectivity, consistency, and fairness in evaluations.

New vacancies announcements will now require applicants to submit concise resumes and respond to four short-answer questions focusing on candidates' skills, work ethic, and commitment to overall federal values. This will allow hiring managers to better assess communication skills, critical thinking, and role readiness earlier in the process, helping to surface high-potential candidates more efficiently.

Leveraging Technology to Streamline Hiring

Several systems enhancements are currently underway to support more seamless recruitment and onboarding experiences. The Agency is integrating tools such as USA Hire and USA Onboarding to centralize candidate assessment and pre-employment workflows. By consolidating internal platforms used to post and manage job announcements, the Agency anticipates measurable time-savings and reduced administrative burden.

Additionally, an automated Probationary/Trial Period Tracking System is being deployed to improve compliance with review deadlines and certification milestones. This system is expected to increase managerial accountability, ensure the Agency meets all regulatory obligations related to probationary periods, and enhance the Agency's decision-making whether to retain probationary employees.

To support ongoing refinement of these processes, the NLRB will implement an annual hiring manager survey to gather structured feedback. The data collected will help the Agency monitor the impact of changes to make targeted process improvements in future hiring cycles.

Reducing Time-to-Hire and Improving Candidate Experience

The NLRB is aligning its internal practices with the federal government's time-to-hire target of 80 days or less by promoting pooled hiring, shared certifications, and proactive use of talent

pipelines. This work is expected to accelerate the hiring of qualified candidates and minimize vacancy gaps across the agency.

Efforts are also underway to ensure postings on USAJOBS are accessible and written in plain language. Candidate communication will be enhanced through automated notifications at key points in the process, reducing uncertainty and improving the overall applicant experience.

Enhancing Recruitment Outreach

Strategic outreach initiatives are being expanded to reach and prioritize applicants, including early career applicants, who have demonstrated the practical skills needed to meet Agency needs. These efforts will include reaching out to trade schools, veteran organizations, and faith-based groups. The Agency anticipates these strategies will strengthen its applicant base and further raise the high quality of its current workforce.

Job opportunity announcements have been revised to emphasize core federal values, such as merit and dedication to public service, constitutional principles, and upholding the law. These updates are expected to improve candidate alignment with Agency culture and increase applicant engagement.

Budget Neutrality and Reinvestment Through Cost Savings

All implementation efforts are being carried out within existing budgetary resources. To support continued investment in technology, assessment tools, and outreach, the NLRB has identified \$10.3 million in cost reductions for several areas including:

Cost Saving Measure	Savings
Elimination of the Office of Human Resources Support Contractors	\$65,000
Elimination of Onsite Nurse Position	\$76,000
Discontinuation of Yello Talent Software	\$70,000
Childcare Program Discontinuation	\$17,500
Reduction in Recruitment Travel	\$19,000
Job Board Subscriptions and Memberships	\$14,200
Offsite Recruitment Events and Supplies	\$17,400
Staff Reductions via Retirements and other voluntary separations	\$10,000,000
Total Estimated Savings	\$10,279,100

Total Identified Savings to Date: As outlined in the chart above, the \$10.3 million represents additional savings anticipated through further streamlining. These reductions enable the Agency to strategically reinvest in priority areas without requesting additional appropriations.

Anticipated Challenges and Mitigation

As the changes are implemented, the Agency is preparing for potential concerns from applicants and managers as they adjust to new expectations, such as the resume length limit and essay requirements. To ease this transition, the Agency is developing plain-language guidance, hosting webinars, and embedding support resources directly into our postings and internal platforms.

The Agency also recognizes that full adoption of new tracking systems and reporting protocols will require coordinated training and oversight. To that end, the Agency is launching updated standard operating procedures and developing accountability dashboards for supervisors and human resource practitioners.

Through strategic implementation of updated hiring practices, advanced assessments, and technology-enabled recruitment tools, the Office of Human Resources (OHR) is positioning the Agency to fully realize the goals of a Merit-Based Federal Workforce. These efforts, while currently underway, are designed to yield measurable improvements in hiring quality, time-to-hire, equity, and regulatory compliance, while remaining fully cost-neutral. As these reforms take root, the Agency expects to see lasting benefits that enhance our ability to attract and retain top talent in service of the Agency's mission.

Efficient Government Systems

The NLRB uses a Shared Service Provider, the U.S. Department of the Interior, Interior Business Center (DOI/IBC) to manage a range of essential functions, including handling financial transactions and data storage, and maintaining the financial records of the NLRB using the Oracle Federal Financial System (OFF). The projected total cost of all shared services for FY 2027 is over \$2.4 million, which also includes accounting operation services, financial management system operations and maintenance support, procurement system, eTravel support services, and human resource management systems. The NLRB, in coordination with DOI/IBC, has ensured that the core financial system complies with Federal accounting and financial reporting standards and relevant regulations, orders, guidance documents, policy statements, and other agency actions published by the U.S. Department of the Treasury to promote financial integrity and operational efficiency. The NLRB supports the President's priority by utilizing a Shared Service Provider and the funds requested will be used for licenses for use of financial management, procurement, and human resources systems.

Executive Order 14247, Modernizing Payments to and From America's Bank Account, directs the U.S. Department of the Treasury to phase out issuance of paper checks for all Federal disbursements by September 30, 2025, to the extent permitted by law. In order to promote operational efficiency, the NLRB worked closely with our recipient individuals regarding the transition to electronic payment options for Federal disbursements and receipts. This process is

not without challenges. For example, with respect to phasing out paper checks used to disburse make-whole remedies, including backpay and other financial payments, the NLRB encountered some individuals who do not have bank accounts. To address this implementation barrier, the NLRB worked with the U.S. Department of Treasury on alternative electronic payment methods which include the U.S. Debit Card Program and Digital Pay.

Defending Against Sophisticated Cyber Adversaries

As outlined in the Information Technology Investment Strategy, strengthening the Agency's defenses against cyber threats is a top priority. The proposed strategic investment in Microsoft Sentinel—a cloud-native Security Information and Event Management and Security Orchestration, Automation, and Response platform would enhance visibility, analytics, and automated response mechanisms across our applications, their supporting workloads, and sensitive data. This would require \$180,000 in funding in FY 2027. Ultimately, this funding will empower the Agency to significantly advance its defense capabilities against sophisticated cyber adversaries, ensuring the protection of critical assets and aligning with government-wide management priorities for cybersecurity resilience.

Leveraging the Buying Power of the Federal Government—Buying American

The NLRB primarily utilizes Government-Wide Acquisition Contracts (GWACs) and interagency agreements, leveraging these vehicles to reinforce domestic sourcing by promoting contracts that comply with Made in America laws and prioritizing vendors who offer American-made solutions. Our use of pre-competed, compliant contract vehicles allows us to streamline acquisition processes while ensuring adherence to domestic preference requirements. To date, the NLRB has not issued any waivers under Made in America laws and remains committed to minimizing the use of waivers by proactively identifying domestic sources and aligning program requirements with available U.S. capabilities. The table below outlines the NLRB's plan to reinforce the President's Made in America agenda and existing Made in America laws.

Category	Explanation/Description	Purpose	Timing	Budget Allocation/FTE (as applicable)
<p>Plans for evaluating and implementing internal processes related to the review of waivers of Made in America laws (e.g., the Build America, Buy America Act, Buy American Act, Make PPE in America Act and other domestic preference laws). Processes should be implemented to ensure waivers are narrowly tailored and consistent with Administration policy.</p>	<p>Develop internal process guidance for acquisition staff to reinforce and clarify Buy American requirements throughout the procurement process.</p>	<p>To ensure acquisition staff consistently understand, apply, and comply with Buy American Requirements during all phases of the procurement process.</p>	<p>Guidance to be issued in Q3 FY2026</p>	<p>No additional resources needed at current levels.</p>
	<p>Training acquisition staff and Contracting Officers Representatives.</p>	<p>To ensure staff can apply requirements consistently, make informed and compliant decisions, and support transparency and accountability.</p>	<p>Training to take place in Q4 of FY 2026</p>	<p>No additional resources needed at current levels.</p>
<p>Proactive actions by agencies to identify domestic sources in advance of program needs to reduce or eliminate the need for waivers. This should include budget activities related to market research, industry engagement, and other actions that agencies are engaged in to eliminate the need for waivers.</p>	<p>Early and Robust Market Research</p>	<p>Identify available domestic suppliers and manufacturing capabilities.</p>	<p>Ongoing</p>	<p>No additional resources needed at current levels.</p>
	<p>Participate in Category Management and Interagency Collaboration</p>	<p>Leverage shared services, government-wide acquisition contracts and interagency partnerships to access domestic suppliers identified by other agencies.</p>	<p>Ongoing</p>	<p>No additional resources needed at current levels.</p>
	<p>Supply Chain Analysis and Forecasting</p>	<p>Analyze trends and upcoming needs to anticipate future gaps in domestic availability.</p>	<p>Ongoing</p>	<p>No additional resources needed at current levels.</p>

Opportunities where agency resources can support other agencies in implementing Made in America requirements (e.g., market research, supply chain, or supplier scouting capabilities).	Joint Industry Engagement Events	Agencies can collaborate on hosting joint industry days or vendor engagement events to expand outreach to domestic suppliers.	N/A	No additional resources needed at current levels.
	Acquisition Workforce Training	Agencies can share Made in America related training or guidance to other agencies, promoting consistent understanding of application of laws.	N/A	No additional resources needed at current levels

Accelerating Federal Use of AI Through Innovation, Governance, and Public Trust

The NLRB is actively advancing the responsible deployment of AI tools in alignment with OMB Memoranda M-25-21 *Accelerating Federal Use of AI through Innovation, Governance, and Public Trust* and M-25-22 *Driving Efficient Acquisition of Artificial Intelligence in Government*. The current initiatives include the implementation of generative AI pilots to enhance research capabilities, risk mitigation planning, building custom and general task-based agents, and development of training opportunities for Board Agents. The NLRB is also aligning with M-25-21 to strengthen governance, infrastructure, and ethical safeguards for all current and planned AI tools.

To support these efforts, the Agency anticipates funding needs in several key areas: acquisition of secure and scalable AI infrastructure, recruitment and training of AI-literate personnel, development of Agency-specific AI governance frameworks, and implementation of robust monitoring and evaluation systems. These investments are essential to ensure that AI tools are deployed in a manner that is both mission-enhancing and compliant with federal standards for transparency and accountability. Also, the Agency is participating in interagency coordination through the Chief AI Officers Council and leveraging available shared resources that are suitable for the work.

Presently, the cost of these initiatives is within our current Agency budget of \$285.5 million. However, the Agency expects the cost to rise as efficiencies are identified and value metrics of

the AI tools become available, thereby increasing the investments accordingly. Based on current information and estimates, the Agency expects to invest an additional \$300,000 - \$900,000 on AI tools and services by FY 2027. This is based on anticipated costs such as increased per-seat licenses for general and specific-use AI tools, AI token use, and additional training resources.

X. Attachments

Attachment 1 - Amounts Available for Obligation

Amounts Available for Obligation			
<i>(Dollars in Thousands)</i>			
Description	FY 2025 Actual	FY 2026 Enacted Budget	FY 2027 Budget Request
Annual Appropriation	\$299,224	\$294,224	\$285,499

Attachment 2 - Budget Authority by Object Class

Budget Authority by Object Class			
(Dollars in Millions)			
Object Class Categories:	FY 2025 Actual	FY 2026 Enacted Budget	FY 2027 Budget Request
Personnel Compensation	\$179.0	\$172.3	\$169.9
Personnel Benefits	\$65.2	\$62.1	\$61.8
<i>Sub Total Personnel Compensation</i>	\$244.2	\$234.4	\$231.7
Travel and Transportation of Persons	\$1.1	\$1.8	\$1.8
Transportation of Things	\$0.0	\$0.1	\$0.1
Rental Payments to GSA	\$20.6	\$15.1	\$16.2
Communication, Utilities, and Miscellaneous Charges	\$2.2	\$3.7	\$3.7
Printing and Publications	\$0.1	\$0.2	\$0.2
Other Services	\$27.8	\$36.9	\$29.8
Supplies and Materials	\$0.1	\$0.2	\$0.2
Equipment and Furniture	\$3.0	\$1.6	\$1.6
Insurance Claims & Indemnities	\$0.1	\$0.2	\$0.2
<i>Sub-total Direct Budget Authority</i>	\$55.0	\$59.8	\$53.8
Total	\$299.2	\$294.2	\$285.5

Attachment 3 - Major Workload and Output Data

Major Activities	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
1. Regional Offices			
Unfair Labor Practices (ULP) Cases	19,754	19,000	19,000
Representation Cases	2,743	2,000	2,000
Case Intake	22,497	21,000	21,000
Regional Director Decisions	242	100	100
2. Administrative Law Judges			
Hearings Closed	120	110	130
Decisions Issued	148	130	140
3. Board Adjudication			
Contested Board Decisions Issued	86	300	300
4. Board Decisions Requirement			
Court Enforcement	42	58	60

Attachment 4 – Status of Open Recommendation

Audit No.	Audit Title	Report Date	Agreement Date	Rec #	Recommendation	Status
FY 2022						
OIG-AMR-94-22-02	NxGen Data Accuracy	11/16/2021	11/16/2021	1	Develop and implement a quality review process at the local Regional Office level that includes review of the data at key points during the case life cycle.	Open – Waiting for action to be implemented.
OIG-AMR-94-22-02	NxGen Data Accuracy	11/16/2021	11/16/2021	3	Develop and implement a standard methodology for documenting data in the NxGen case file.	Open – Waiting for action to be implemented.
Total FY 2022	2					
FY 2024						
OIG-AMR-102-24-02	Performance Based Staffing	3/22/2024	3/22/2024	1	Coordinate with the Office of the Chief Financial Officer to ensure its methodology to develop Field Office staffing requirements meets OMB requirements.	Open – Waiting for action to be implemented.
OIG-AMR-102-24-02	Performance Based Staffing	3/22/2024	Pending	2	Evaluate its method of determining Regional staffing levels and consider whether a method that evaluates the level of work associated with the cases in addition to the case intake is more appropriate and what, if any, impact the ratios of R cases to C cases may affect the level of work.	Open – Waiting for action to be implemented.
OIG-AMR-102-24-02	Performance Based Staffing	3/22/2024	3/22/2024	4	Develop an internal control process to address the findings at Appendix A and related NxGen data issues.	Open – Waiting for action to be implemented.

Audit No.	Audit Title	Report Date	Agreement Date	Rec #	Recommendation	Status
OIG-AMR-101-24-03	Mail Ballot Elections	6/6/2024	6/6/2024	1	The OIG recommends that the Division of Operations-Management establish a system of internal controls exclusive to the mail ballot process.	Open – Waiting for action to be implemented.
OIG-AMR-106-24-04	FY 2024 FISMA	8/16/2024	8/16/2024	1	The OIG recommends that the designated personnel complete training in detecting counterfeit system components (including hardware, software, and firmware) and best practices for counterfeit component.	Open – Waiting for action to be implemented.
Total FY 2024	5					
FY 2025						
OIG-AMR-107-24-01	FY 2025 FISMA	8/21/2025	8/21/2025	1	Finalize and formally implement the Enterprise Data Management Plan. At a minimum but not limited to, the Enterprise Data Management Plan should clearly define the processes and responsibilities for developing, maintaining, and updating a comprehensive and accurate inventory of all agency data assets and their associated metadata.	Open – Waiting for action to be implemented.
OIG-AMR-107-24-01	FY 2025 FISMA	8/21/2025	8/21/2025	2	Complete an annual review of all privileged accounts to assess whether the elevated privileges remain necessary and promptly remove or adjust any access that is no longer required.	Open – Waiting for action to be implemented.

Audit No.	Audit Title	Report Date	Agreement Date	Rec #	Recommendation	Status
OIG-AMR-107-24-01	FY 2025 FISMA	8/21/2025	8/21/2025	3	Implement requirements across all events logging maturity tiers to ensure events.	Open – Waiting for action to be implemented.
Total FY 2025	3					
Total Open Recommendations	10					