

NATIONAL LABOR RELATIONS BOARD



Strategic Plan FY 2026 – 2030

GOVERNMENT PERFORMANCE AND RESULTS ACT
(GPRA) MODERNIZATION ACT OF 2010



Table of Contents

I.	MESSAGE FROM THE BOARD AND THE GENERAL COUNSEL.....	3
II.	NATIONAL LABOR RELATIONS BOARD AT A GLANCE	4
III.	ORGANIZATIONAL DISCUSSION/OVERVIEW	5
IV.	MEASURING OUR PERFORMANCE.....	6
V.	PROGRAM EVALUATION.....	6
VI.	STRATEGIC FIVE-YEAR GOALS	7
	GOAL 1 (MISSION): ENSURE EFFECTIVE ENFORCEMENT OF THE NATIONAL LABOR RELATIONS ACT THROUGH TIMELY AND QUALITY CONSIDERATION AND RESOLUTION OF UNFAIR LABOR PRACTICES WITH APPROPRIATE REMEDIES.....	7
	GOAL 2 (MISSION): PROTECT EMPLOYEE FREE CHOICE WITH TIMELY AND EFFECTIVE MECHANISMS TO RESOLVE QUESTIONS CONCERNING REPRESENTATION.....	8
	GOAL 3 (SUPPORT): ACHIEVE ORGANIZATION EXCELLENCE AND SERVE AS A MODEL EMPLOYER	9
	GOAL 4 (SUPPORT): MANAGE AGENCY RESOURCES EFFICIENTLY AND IN A MANNER THAT INSTILLS PUBLIC TRUST	10
VII.	EXTERNAL FACTORS AFFECTING ACHIEVEMENT OF STRATEGIC PLAN	13
VIII.	OFFICE OF INSPECTOR GENERAL STRATEGIC PLAN	15
IX.	APPENDICES	26
	A-1 PERFORMANCE MEASURES	26
	B-1 ORGANIZATIONAL CHART	27
	C-1 TYPES OF NLRB CASES.....	28
	C-2 PROCEDURES IN CASES INVOLVING CHARGES OF UNFAIR LABOR PRACTICES.....	29
	C-3 NLRB ORDER ENFORCEMENT CHART	30
	C-4 OUTLINE OF REPRESENTATION PROCEDURES UNDER SEC. 9(c)	31

I. MESSAGE FROM THE BOARD AND THE GENERAL COUNSEL

It is a great privilege to serve as the leadership of the National Labor Relations Board (NLRB or Agency). We continue to be impressed by the dedication and professionalism of the people who work at the Agency.

On behalf of the Agency, we are pleased to present the NLRB's Strategic Plan for Fiscal Years (FY) 2026 – 2030. This strategic plan includes the NLRB's strategic goals, objectives, initiatives, strategies, and associated performance measures for managing operations and assessing the NLRB's achievements.

The NLRB is a small but critically important Agency to our nation and economy. Established in 1935, the NLRB administers and enforces the National Labor Relations Act (NLRA or Act), which is the primary federal statute governing labor relations in the private sector in the United States. With the principal purpose of promoting labor-management stability to avoid economic disruptions, the NLRA serves a critical role in labor-management relations across the country. For 90 years, the NLRB has protected the rights and obligations of employees, unions, and employers under the National Labor Relations Act. Agency leadership looks forward to enhancing the value of the NLRB over the coming years. It is important that the Agency operate as effectively and efficiently as possible, and this Strategic Plan will enable the NLRB to engage in best practices toward achieving that goal.

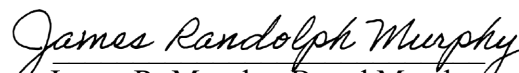
This Strategic Plan contains four goals designed to guide and objectively measure our success in achieving the Agency's mission. These goals focus the Agency on timely and effectively enforcing the NLRA for employees, unions, and employers; building, supporting, and retaining a talented workforce; effectively managing its budgetary and other resources; and ensuring efficient public access to the Agency's services. Each goal is supported by specific objectives, initiatives, and strategies that provide a clear roadmap to achieving success. Importantly, each goal incorporates objective measures that will enable the Agency and the public to assess our success.

These goals are tied to specific, objective measures, all of which have annual numerical targets, specific projects, or deliverables that can be accounted for with a "yes" or a "no." The measures, in turn, are supported by management strategies that are designed to ensure that we meet those measures. Together, the measures and their underlying strategies will ensure that we achieve our important goals for the nation.

Dated March 23, 2026


David M. Prouty, Board Member


Scott A. Mayer, Board Member


James R. Murphy, Board Member


Crystal S. Carey, General Counsel

II. NATIONAL LABOR RELATIONS BOARD AT A GLANCE

FISCAL YEAR 2026 INFORMATION TO DATE (10/1/2025-2/25/2026)	
Established:	1935
Number of Employees:	1,067
Public Inquiries:	9,106
Overall Case Intake:	
Unfair Labor Practice Cases:	6,385
Representation Cases:	837
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.	

III. ORGANIZATIONAL DISCUSSION/OVERVIEW

The NLRB is an independent federal agency created in 1935 to administer and enforce the NLRA, the primary federal statute governing labor-management relations in the private sector. The principal purpose of the NLRA is to promote labor-management stability to avoid disruptions to the nation's economy caused by labor strife. The NLRB enforces the statutory rights of employees, employers and unions to protect the freedom of association of workers, and to strengthen the Nation's economy by promoting the peaceful resolution of disputes that might otherwise cause disruptions to commerce.

The NLRB has two primary functions:

- To investigate and resolve (through settlement, prosecution, or dismissal) allegations of statutorily defined unfair labor practices by employers and unions; and
- To investigate and resolve questions concerning representation among employees to determine whether the employees wish to be represented by a union.

The Board also may engage in rulemaking as appropriate to implement the policies and provisions of the Act.

Agency leadership consists of five Board Members and a General Counsel, each of whom is appointed by the President with the advice and consent of the Senate. The President designates one of the five Board Members as Chairman. Day-to-day management of the Agency is divided among the Chairman, the full Board, and the General Counsel. Board members serve staggered five-year terms, and the General Counsel serves a term of four years from commission. The NLRA assigns separate and independent responsibilities to the Board and the General Counsel. The five-member Board primarily acts as a quasi-judicial body in deciding cases on the basis of formal records in administrative proceedings. The General Counsel's role is administrative and prosecutorial.

Neither the Board nor the General Counsel may independently initiate cases or investigations. All NLRB proceedings originate with the filing of charges or petitions by employees, labor unions, employers, or other private parties. Unlike some other federal agencies, Board remedial orders are not self-enforcing, and there is no time limit if parties wish to petition for court review. If the parties do not voluntarily comply with Board orders remedying unfair labor practices, the Board must request that federal appellate courts enforce its orders.

The Board and the General Counsel maintain Headquarters in Washington, D.C. The Agency also maintains a network of Field Offices to serve the public and two satellite offices of administrative law judges. Approximately 70 percent of the Agency's staff is employed in the Field Offices, where all unfair labor practice charges and representation petitions are initially processed. Currently, the Field Offices include 26 Regional Offices, 9 Sub-Regional Offices, and 13 Resident Offices.

IV. MEASURING OUR PERFORMANCE

Performance measures are not a new concept for the Agency. Our system of organization and measurement has been highly regarded for decades and has served as a model used by other federal agencies. We have long used performance measures to pursue a dual approach to excellence in customer service, striving to deliver results that are both timely and of high quality. While the impact of prior administrations on the case backlog has been extraordinary, the Agency as a whole, maintains a consistent emphasis on timeliness recognizing that the rights afforded under the NLRA are most meaningful when they can be quickly invoked and timely enforced. Accordingly, we have set objectively measurable time targets for handling both unfair labor practice and representation cases to ensure a high level of responsiveness to the public as well as efficiency within our organization.

We also aim to maintain the highest standards of fairness, quality, and effectiveness to promote public trust in the operation of our organizational units. We have a multi-level review system to continually evaluate the quality of case handling work. For example, the Division of Operations-Management which serves as a resource to Field Offices, also reviews the quality of cases processed by Field Offices by critically and constructively assessing the case handling work of the Field Offices and providing timely feedback to effectuate necessary changes to ensure that the highest quality standards are met. Similarly, the Board is regularly apprised of the outcomes of cases that have been appealed to the federal appellate courts, where the Board has historically achieved a high rate of judicial enforcement of its orders. This task of combining timeliness with quality is one of the Agency's highest priorities, as reflected in our strategic goals.

V. PROGRAM EVALUATION

The NLRB uses various methods to evaluate whether programs are achieving their Government Performance and Results Act (GPRA) goals and other performance targets. The Agency monitors the status of all pending cases to track performance against yearly targets that support the Agency's overarching measures and strategic goals. As for the Board, at the beginning of each fiscal year, it evaluates its entire docket of pending cases to identify those unfair labor practice cases and representation cases that should be given priority. The Board ensures that Board staff personnel are aware of these priority cases. Senior leaders are regularly briefed on case status and progress. The Board uses an electronic case management system that tracks all case activity and generates case production reports. The Executive Secretary uses this system to keep the Board Members and their staff apprised of the status of all priority cases.

It is difficult for an Agency such as the NLRB to measure "outcomes" in the sense intended by the authors of the GPRA. In the representation case area, the Agency does not control or influence the results of elections but strives instead to ensure the right of employees to freely decide whether or not they wish to be represented by a labor organization. In the unfair labor practice area, the aim of the Agency is to timely address and resolve charge allegations to serve the public interest in effective enforcement of the Act, and minimize the potential for industrial strife and unrest to burden the free flow of commerce. An indicator of success in the achievement of these aims is timeliness and quality of case processing, from the filing of a representation case petition or unfair labor practice charge to the closing of the case.

The General Counsel has an evaluation program to assess the performance of its Field operations. The Quality Review Program of the Division of Operations-Management reviews unfair labor practice, representation, and compliance case files annually to ensure that they have been or are being processed in accordance with substantive and procedural requirements and that the General Counsel's policies are implemented and effectuated appropriately. Those reviews have assessed, among other things, the quality and completeness of the investigative file, the implementation of the General Counsel's priorities, and compliance with Agency decisions. Additionally, administrative law judge and Board decisions that constitute significant losses are reviewed to ensure the quality of case handling, and the litigation success rate before the Board and before district courts with regard to injunction litigation is monitored. Further, when possible, Field Office site visits are conducted to evaluate local case handling and administrative procedure.

In addition to the Division of Operations-Management's regular review of case decisions to determine the quality of litigation, other divisions, branches, and offices, such as the Office of Appeals, Division of Advice, Contempt, Compliance and Special Litigation Branch, and the Office of Representation Appeals, provides timely and valuable insight and constructive feedback on the performance and contributions of the Field Offices.

In addition, the Agency actively engages with the public seeking feedback on our operations. For example, senior Agency leaders meet regularly with entities and practitioners representing employers, labor organizations, and other third-party interests to obtain feedback on experiences when practicing before the NLRB.

VI. STRATEGIC GOALS

GOAL 1 (MISSION): ENSURE EFFECTIVE ENFORCEMENT OF THE NATIONAL LABOR RELATIONS ACT THROUGH TIMELY AND QUALITY CONSIDERATION AND RESOLUTION OF UNFAIR LABOR PRACTICES CHARGES WITH APPROPRIATE REMEDIES

Objective 1: Achieve timely consideration and appropriate resolution of unfair labor practice charges at every stage of processing.

Measure 1: By the end of FY 2030 the Agency will close 85 percent of all unfair labor practice cases within 365 days of filing.

Measure 2: By the end of FY 2030 the Agency will close 55 percent of meritorious unfair labor practice cases within 365 days of filing.

Measure 3: Issue decisions in 90 percent of pending unfair labor practice cases that, by the end of the fiscal year, will have been pending before the Board for more than 18 months.

Measure 4: Ensure that the median age of all cases pending before the Board at the end of each fiscal year is 180 days or less.

Management Strategies:

- Maintain and enhance procedures for balancing workload across the Agency.
- Ensure staff is properly trained on casehandling to ensure effective and efficient processing of cases.
- Leverage the Agency's electronic case management system to track the progress of unfair labor practice cases pending before the Agency to ensure that cases are being handled expeditiously during all phases of case processing.

Objective 2: Demonstrate high quality performance in the prosecution and adjudication of meritorious unfair labor practice charges.

Measure 1: Conduct ongoing quality reviews and provide annual ratings assessing the quality of work performed in the casehandling of unfair labor practice and representation case files for all Field Offices.

Management Strategies:

- Provide regular and timely feedback to the Regions of the quality of their unfair labor practice investigation and prosecution and the processing of representation cases.
- Ensure staff has access to and is provided relevant training on casehandling to ensure effective and efficient processing of cases.
- Proactively pursue voluntary settlement of unfair labor practice cases. Including through the Board's Alternative Dispute Resolution program that is available to parties following the issuance of a decision by an administrative law judge.

Objective 3: Promptly pursue remedies for statutory violations.

Measure 1: Ensure that at least 85 percent of Board Orders are closed or advanced to the next stage in fewer than 300 days.

Measure 2: Ensure that at least 85 percent of Federal Circuit Court Orders are closed or advanced to the next stage in fewer than 300 days.

Management Strategies:

- Share best practices in unfair labor practice processing to assist Field offices in resolving unfair labor practice case issues promptly and fairly.

- Ensure staff has access to and is provided relevant training on casehandling to ensure effective and efficient processing of cases.

GOAL 2 (MISSION): PROVIDE TIMELY AND EFFECTIVE MECHANISMS TO RESOLVE QUESTIONS CONCERNING REPRESENTATION

Objective 1: Achieve timely resolution of all questions concerning the representation of employees.

Measure 1: Reach 85 percent pre-election agreement rate in representation cases.

Measure 2: Issue decisions in 90 percent of pending representation cases that, by the end of the fiscal year, will have been pending before the Board for more than 12 months.

Measure 3: Ensure that the median age of all cases pending before the Board at the end of each fiscal year is 180 days or less.

Measure 4: By the end of Fiscal Year 2030, the Agency will close 95 percent of all representation cases within 365 days of filing

Management Strategies:

- Leverage the Agency's electronic case management system to track the progress of unfair labor practice cases pending before the NLRB to ensure that cases are being handled expeditiously during all phases of case processing.
- Maintain processes to ensure that representation cases are handled in a timely manner by Field staff.
- Identify and utilize effective case-handling procedures to ensure careful and timely processing of Requests for Review, Special Appeals, and Hearing Officer Reports.
- Ensure that Field staff are trained on the Agency's representation case processing standards and that staff adheres to these processes in resolving representation case issues promptly and fairly.
- Develop robust, interactive reports using Artificial Intelligence that will provide important insights into the operation of Agency Field Offices. The reports will ensure that performance standards are upheld and that Field Office procedures are fair, efficient, and effective.

GOAL 3 (SUPPORT): ACHIEVE ORGANIZATIONAL EXCELLENCE AND SERVE AS A MODEL EMPLOYER

Objective 1: Increase opportunities for career enhancement.

Measure 1: Strive to achieve a satisfaction percentage rating (65 percent or above) of the “Talent Management Index” using the annual FEVS results.

Management Strategies:

- Promote a positive image of the organization through constructive outreach, leadership engagement, and employee testimonials to improve organizational culture.
- Highlight the Agency’s commitment to organizational excellence through the use of recruitment technology, innovation, and career development.
- Improve the use of data to facilitate data-driven decision-making on human capital goals and strategies.
- Enhance employee development and learning opportunities by offering self-paced and instructor-led training online and in-person.
- Offer leadership development programs for aspiring leaders, new supervisors and managers, new executives, and tenured supervisors/managers.
- Promote individual development plans (IDPs) for employees.

Objective 2: Continue to recruit and retain a talented workforce.

Measure 1: Strive to reach a satisfaction percentage rating (65 percent or above) for the “Job Satisfaction Index” using the annual FEVS results.

Management Strategies:

- Enhance the Agency’s internship program to attract and train talented students who will provide a stable source of future applicants.
- Provide employees with resources to leverage their position descriptions to map out a clear path for advancement within the organization.
- Offer internal “*ask the expert*” networking opportunities to facilitate organizational knowledge sharing.
- Create and grow participation in formal and informal mentorship programs to ensure long-term success in the Agency.
- Regularly seek opportunities to give employees appropriately challenging work assignments to develop their skills, strengthen their engagement, and enhance their opportunities for advancement.

GOAL 4 (SUPPORT): MANAGE AGENCY RESOURCES EFFICIENTLY AND IN A MANNER THAT INSTILLS PUBLIC TRUST

Objective 1: Make effective use of the Agency's resources by proactively planning how best to deploy those resources and continually monitoring and reevaluating the execution of such plans to ensure that the NLRB has strong processes and internal controls in place to identify and prevent any misuse or inefficiencies in the allocation of Agency resources.

Measure 1: Achieve a clean audit opinion by ensuring that Agency operations are guided by appropriate processes and internal controls.

Management Strategies:

- Manage fiscal resources effectively by administering the Agency's budget through the development and implementation of an annual Operating Plan that aligns the budget resources to the Agency's priorities and the Strategic Plan.
- Meet contracting goals by strengthening acquisition planning and creating innovative business strategies to achieve cost-effective contracting solutions.
- Develop and maintain current process narratives and Standard Operating Procedures for all major financial processes.
- Ensure adequate training is provided on financial management, internal controls, and accounting standards.
- Drive performance reports with artificial intelligence and automation in case management to contribute to efficient resource management by reducing manual efforts and optimizing processes.
- Create an internal artificial intelligence system that will generate legal templates and resource documents commonly used by Agency personnel. This system aims to enhance productivity and reduce expenses associated with third-party software licensing.

Objective 2: Develop appropriate Enterprise Risk Management (ERM) and Internal Controls to support the Agency's decision-making process.

Measure 1: Reach an ERM maturity level-4 by FY 2030.

Management Strategies:

- Establish and develop an ERM program to include policies and procedures that will strengthen leadership decision-making.
- Integrate Internal Control activities into Agency operations.

- Conduct risk assessments to identify vulnerabilities in financial reporting, compliance, and operations.
- Ensure adequate ERM training is provided to all Agency employees.

Objective 3: Serve and honor the public trust by demonstrating ethical leadership and providing employees with ethics support and resources to resolve conflicts of interest.

Measure 1: Meet or exceed 85 percent compliance for ethics training, financial disclosure, and advice.

Management Strategies:

- Support agency senior leaders and employees through comprehensive ethics training, financial disclosure, and advice.
- Develop and deliver innovative and relevant training and regular ethics outreach and communication on selected topics.
- Leverage technology to achieve efficiencies in intake, tracking, and delivery of ethics advice as well as innovate in delivering ethics training using new and existing technology.
- Continually improve the ethics program through updates to internal procedures on key areas of ethics operations.

VII. EXTERNAL FACTORS AFFECTING ACHIEVEMENT OF THE STRATEGIC PLAN'S GOALS

Various factors can affect achievement of each goal of the Strategic Plan, and our ability to implement the supporting objectives and management strategies. These factors include budget, case intake, settlements, vacancies in the Office of the General Counsel or on the Board, the potential effect of statutory changes, and circumstances affecting government as a whole.

BUDGET

Our strategic goals and measures assume appropriate funding of the Agency's budget, as submitted by the President to Congress. As a labor-intensive agency, over 90 percent of our budget is dedicated to fixed costs, including about 80 percent for salaries and benefits. If insufficient funding is authorized, the Agency's ability to produce the results and efficiently serve the public set forth in this plan may be impacted.

CASE INTAKE

Although the Agency projects caseload based on certain known factors and recent history, it cannot control the number of cases actually filed during any fiscal year nor the number of public inquiries to the Agency. As explained above, the Agency does not initiate unfair labor practice or representation cases but instead responds to charges and petitions filed by employees, unions, employers, and other members of the public. As a result, employment trends, stakeholder strategies, globalization of the economy, industrial economic trends, corporate reorganizations, and labor-management policies can all have an impact on case intake and the complexity of the Agency's work. Difficult issues can arise when employers relocate, downsize, close, file for bankruptcy, or reorganize or operate through a different corporate entity. An unexpectedly large increase in intake or in the complexity of issues would likely result in significant delays in processing cases.

SETTLEMENTS

While the Agency has historically had success in achieving voluntary resolutions of unfair labor practice and representation cases pending before the Agency, as well as cases being litigated in the courts, it cannot force settlement on parties involved in pending cases. Parties may conclude that litigation serves their strategic interests. The Agency's due process procedures provide for administrative hearings, briefs, and appeals. Despite the Agency's best efforts, disputes cannot always be resolved informally or in an expeditious manner. It is estimated that a one percent drop in the settlement rate would cost the Agency more than \$2 million as the process becomes formal and litigation takes over.

GENERAL COUNSEL AND BOARD MEMBER VACANCIES

The timely nomination of Presidential appointees and their confirmation by the Senate is a significant factor outside the control of the Agency. A failure to timely appoint and confirm a General Counsel and Board Members can lead to vacancies that adversely affect the timeliness of case processing. The Agency has experienced vacancies in these critical positions lasting many months, which significantly impairs the Board's ability to issue decisions and the General Counsel's ability to prosecute matters, as the Government Reform and Oversight Committee has detailed in prior hearings. Having a full complement of Board Members and a Senate-confirmed General Counsel increases the Agency's ability to achieve its goals, objectives, and measures.

LEGISLATIVE CHANGES

Any regulatory or statutory changes either in the Act or in the management of the federal government could affect the Agency's ability to meet the goals of this plan.

OTHER EXTERNAL FACTORS

The NLRB has achieved great success in maintaining its operations in the face of many significant obstacles (e.g., weather-related emergencies and civil unrest.). Nevertheless, it must be recognized that future events could impact the Agency's ability to achieve its strategic goals. The Agency regularly evaluates its experiences to prepare as much as possible, but future events are not entirely predictable, and as such, are fraught with uncertainty.

VIII. OFFICE OF INSPECTOR GENERAL STRATEGIC PLAN



**NATIONAL LABOR RELATIONS BOARD
OFFICE OF INSPECTOR GENERAL**

STRATEGIC PLAN FISCAL YEARS 2026 - 2030

A MESSAGE FROM THE INSPECTOR GENERAL

I am pleased to present the National Labor Relations Board (NLRB) Office of Inspector General (OIG) Strategic Plan for Fiscal Years 2026 to 2030. The Plan articulates the vision of the NLRB OIG for the next five years. It describes the core values that serve as the foundation for our decision-making and accountability and integrates them with our mission, vision, and strategic goals to ensure the work we do has purpose and impact.

The Plan was developed through a collaborative process with internal and external stakeholders. During the development process, we considered our statutory authorities, professional standards, and statutory requirements, as well as the NLRB's mission, strategic plan, and management challenges. Through the process, the OIG developed three key strategic goals for the next five years, which are summarized below:

1. Oversight
2. Communication and Collaboration
3. Strengthen OIG

These strategic goals will serve as a roadmap to the OIG team to ensure we issue independent reports that promote positive changes in NLRB programs and operations.

Ruth Blevins

Ruth Blevins
Inspector General

MISSION, VISION, AND VALUES

Mission

To provide independent oversight and promote economy, efficiency, and effectiveness in NLRB programs and operations through audits and investigations.

Vision

To promote positive change in NLRB programs and operations that results in timely resolutions of unfair labor practice cases and questions concerning employee representation.

Values

Our values drive how we make decisions and allow us to consistently produce high quality work even when operating environments change. They define who we are and how we interact with the Agency, Congress, the OIG community, the public, and our own team.

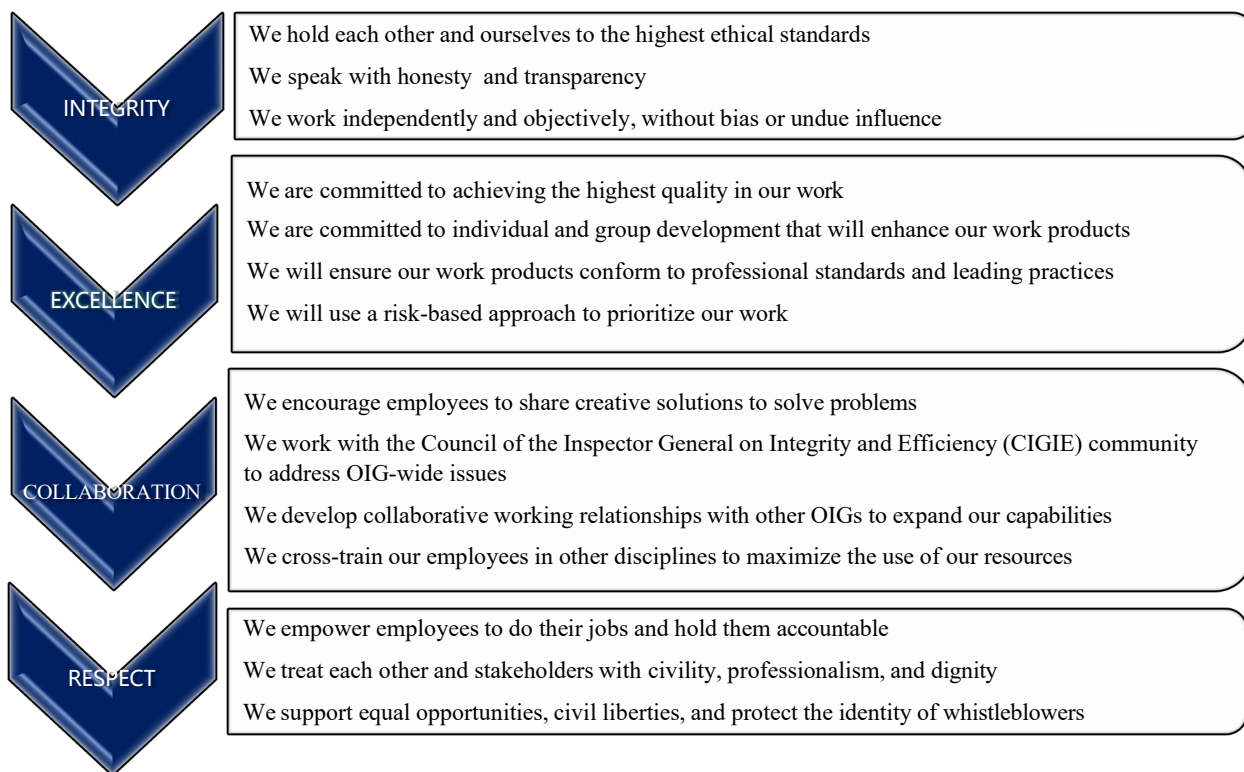


TABLE OF CONTENTS

A MESSAGE FROM THE INSPECTOR GENERAL.....	I
MISSION, VISION, AND VALUES	II
OVERVIEW	2
National Labor Relations Board.....	2
Office of Inspector General.....	2
STRATEGIC GOALS	5
Strategic Goal 1 – Oversight.....	5
Strategic Goal 2 – Communication and Collaboration.....	7
Strategic Goal 3 – Strengthen OIG	8
OIG CONTACT INFORMATION	9

OVERVIEW

National Labor Relations Board

The NLRB is an independent federal agency created in 1935 to administer and enforce the National Labor Relations Act (NLRA), the primary federal statute governing labor-management relations in the private sector. The principal purpose of the NLRA is to promote labor-management stability to avoid disruptions to the nation's economy caused by labor strife. It serves in the role as educator, protector, and enforcer of workers' rights under the NLRB.

The NLRB has two primary functions:

- To investigate and resolve (through settlement, prosecution, or dismissal) allegations of statutorily defined unfair labor practices by employers and unions; and
- To investigate and resolve questions concerning representation among employees to determine whether the employees wish to be represented by a union.

The NLRB is led by five Presidentially appointed, Senate confirmed board members (Board) and a General Counsel. The President designates one of the five Board Members as Chairman. Board members serve staggered five-year terms, and the General Counsel serves a term of four years from commission. The NLRA assigns separate and independent responsibilities to the Board and the General Counsel. The five-member Board primarily acts as a quasi-judicial body in deciding cases based on formal records in administrative proceedings. The General Counsel's role is administrative and prosecutorial.

Office of Inspector General

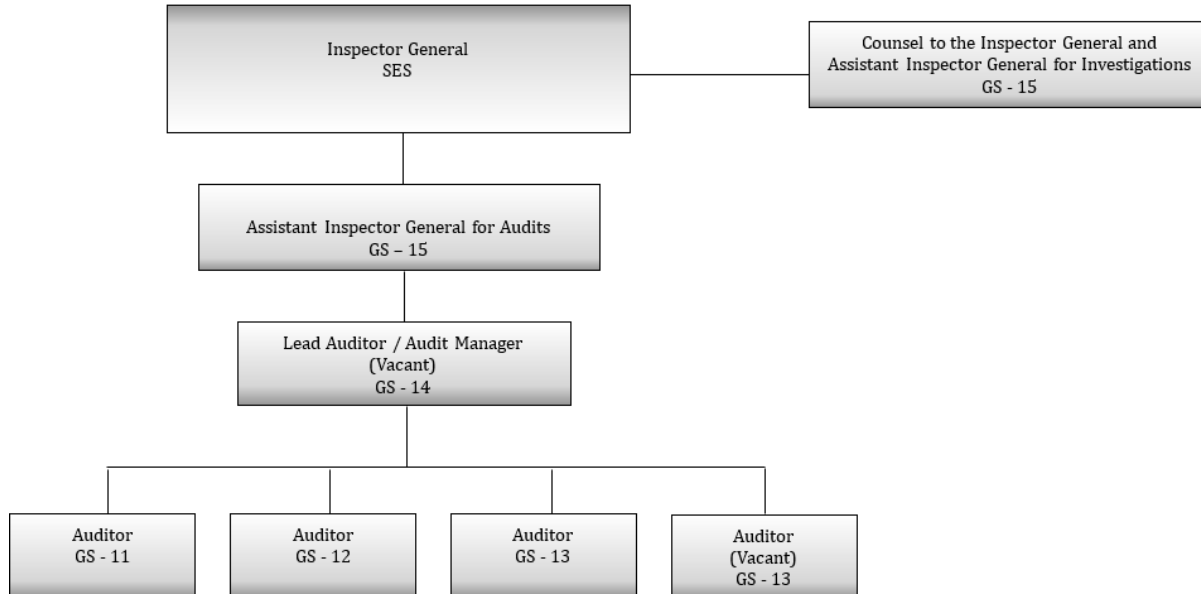
The NLRB OIG is a statutory office created by the Inspector General Act of 1978, as amended (IG Act). The NLRB OIG is an independent office led by the Inspector General (IG), who reports to and is under the general supervision of the Board. According to the IG Act, the role of an OIG is to prevent and detect waste, fraud, and abuse relating to each agency's programs and operations and to promote economy, efficiency, and effectiveness in the agency's operations and programs. OIGs do this by conducting and supervising audits, investigations, evaluations, and special reviews relating to the programs and operations of its agency.

IGs have broad authorities and are authorized to:

- Obtain timely access to records and documents available to their agencies in relation to any program or operation over which the IG has responsibility;
- Request information or assistance from any federal, state, or local agency;
- Subpoena records and documents from any non-federal entity or individual;
- Take statements under oath;
- Have direct and prompt access to the agency head for any purpose pertaining to the IG's responsibilities; and
- Select, appoint, and employ officers and employees as necessary to carry out the functions, powers, and duties of the OIG.

IGs have dual reporting requirements to agency heads and Congress. The IG Act requires the IG to keep both their agency heads and Congress fully and currently informed about problems and deficiencies in their agencies' programs and operations, as well as the necessity for and progress of corrective action.

OFFICE OF INSPECTOR GENERAL ORGANIZATIONAL CHART (FY 2026)



Audit and Other Reviews

The OIG conducts audits and other reviews of NLRB's program and operations to evaluate their economy, effectiveness, and efficiency. The OIG issues reports identifying program and operational deficiencies and makes recommendations for improvement. The OIG identifies program and operational deficiencies in published reports and follows-up on corrective actions taken by the Agency.

As of FY 2025, the OIG is required by law to conduct annual reviews regarding:

- Financial statements (Accountability of Tax Dollars Act of 2002);
- Information security (Federal Information Security Modernization Act of 2014);
- Management and performance challenges (Reports Consolidation Act of 2000);
- Improper payments (Payment Integrity Information Act of 2019);
- Government charge cards (Government Charge Card Abuse Prevention Act of 2012);
- Human trafficking (Trafficking Victims Prevention and Protection Reauthorization Act)

The OIG's Annual Audit Plan also includes other discretionary audits and reviews that it conducts as resources permit.

Investigations

In addition to conducting audits, OIG also conducts administrative, civil and criminal investigations of alleged fraud, waste, abuse, or misconduct in NLRB programs and operations. OIG maintains a telephone and Internet Hotline to receive reports of misconduct and mismanagement. OIG also proactively initiates investigative activity when it determines that there is a reasonable basis to believe that misconduct has occurred. If an investigation involves criminal activity, OIG is required to notify the Department of Justice and consult with the Federal Bureau of Investigation.

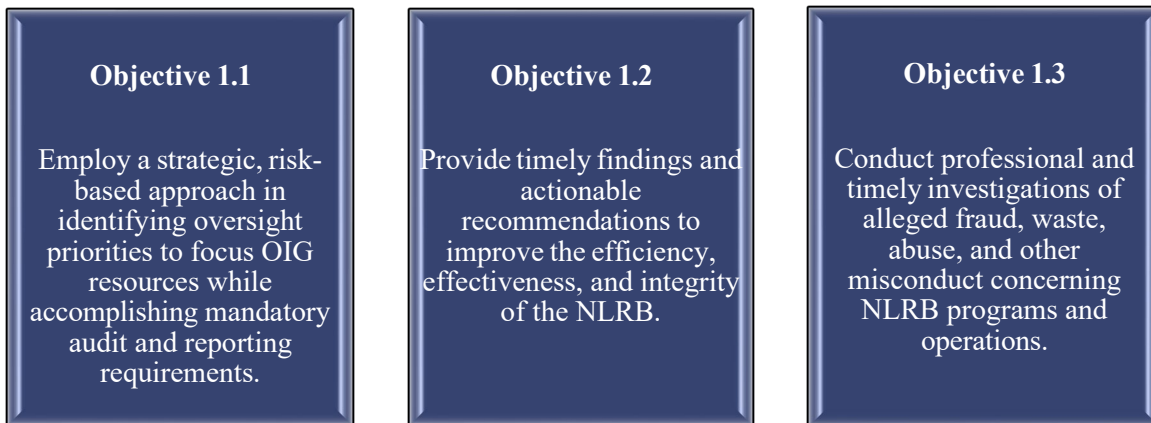
Counsel

The legal counsel serves as the general counsel to the Inspector General and the OIG staff in all matters relating to the OIG's operations and activities.

STRATEGIC GOALS

Strategic Goal 1 – Oversight

Promote efficiency, effectiveness, and integrity in NLRB programs and operations through robust, independent oversight, including audits, reviews, and investigations



Strategies:

- Conduct an annual planning process that prioritizes (1) mandatory work and (2) discretionary work concerning significant issues and management challenges.
- Communicate identified weaknesses and recommendations for improvement clearly and effectively. Complete audits in a timely manner as established in the Annual Audit Plan and the individual audit plans.
- Leverage the use of independent professional accounting firms to complete mandatory and routine audits and special reviews to maximize the application of OIG resources.
- Establish agreements, as needed, with other agencies for detailees for audit, investigations, legal, and support services.
- Provide the NLRB and the public with effective and efficient mechanisms to report fraud, waste, abuse, and other misconduct.
- Promptly investigate and issue reports on high-priority complaints and referrals.
- Conduct timely investigations of allegations of fraud, waste, and abuse concerning the NLRB's operations, programs, and contracts.

Performance Goals:

- Develop and communicate an annual audit plan.
- Meet all mandatory audit, review, and reporting requirements.
- Conduct discretionary audits and reviews on topics identified for their potential significance to NLRB programs and operations.
- Recommendations issued by OIG staff are actionable and measurable, with 75% of the recommendations implemented within one year of the final report.
- Prompt internal resolution or referral of investigation results to other units within the NLRB, Department of Justice, and/or other entities as appropriate.

Strategic Goal 2 – Communication and Collaboration

Increase OIG mission impact through effective communication and collaboration

Objective 2.1

Enhance communication with the NLRB, Congress, the public, and other stakeholders to keep them informed and aware of the OIG's work.

Objective 2.2

Identify opportunities to collaborate with, contribute to, and utilize the broader oversight community.

Strategies:

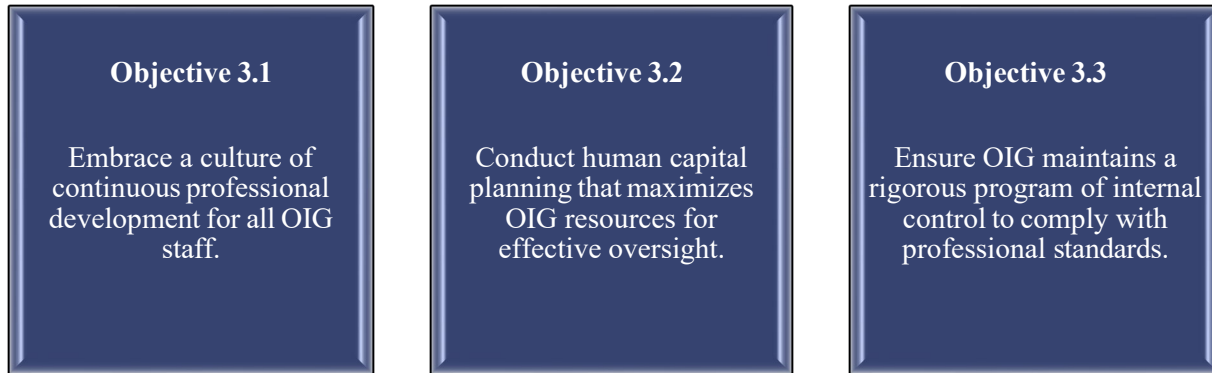
- Communicate the results of work to stakeholders in a timely manner.
- Conduct outreach to NLRB staff, to include information on their right to report fraud, waste, abuse, and other misconduct and their protections from reprisal for doing so.
- Promptly respond to Congressional requests for information.
- Engage and promote CIGIE community priorities.
- Sustain and expand partnerships with other oversight entities.
- Identify opportunities to collaborate and contribute to the broader IG Community by participating in CIGIE initiatives and working groups.

Performance Goals:

- Audit reports are posted on Oversight.gov within three days of delivery to NLRB management.
- Deliver the Semiannual Reports within the statutory reporting schedule.
- Provide periodic briefings and updates to the NLRB senior management team.
- Provide periodic outreach sessions for NLRB staff.
- Update and maintain the OIG's website.
- Actively participate in meetings, workgroups, surveys, and other CIGIE-sponsored activities.
- Utilize Inspector General community resources.
- Establish consistent coordination with the Government Accountability Office.

Strategic Goal 3 – Strengthen OIG

Cultivate and retain an engaged, diverse, skilled, and high-performing workforce with the tools and training necessary to sustain OIG’s ability to fulfill its mission



Strategies:

- Recruit diverse talent and provide robust cross-discipline training opportunities to all members of the OIG team.
- Ensure employees have the necessary knowledge, skills, and abilities to assume leadership roles and implement succession plans.
- Develop innovative and disciplined processes that comply with professional standards, maximize productivity, and leverage resources.
- Maintain internal quality assurance and review programs to ensure the reliability and credibility of OIG products.
- Embrace flexible work schedules and situational telework opportunities in efforts to maintain a healthy and positive work/life balance.

Performance Goals:

- Audit staff maintain continuing professional education credits, as required by the Government Auditing Standards.
- Successfully undergo a peer review every three years.
- Successfully undergo annual reviews of the OIG’s quality assurance program.
- Establish a cycle to maintain updated OIG policies and procedures to effectively execute OIG duties across functions.
- Periodically assess alignment of staff and talent to effectively fulfill the mission

OIG CONTACT INFORMATION

Telephone: (202) 273-1960

Web: <https://www.nlr.gov/about-nlr/who-we-are/inspector-general>

Mail: Office of Inspector General
National Labor Relations Board
1015 Half Street, SE
Washington, DC 20570

Report Fraud, Waste, and Abuse

To report suspected fraud, waste, or abuse in NLRB programs or operations, as well as NLRB staff or contractor misconduct, use our online [OIG hotline complaint form](https://apps.nlr.gov/webform/webform1.aspx) at <https://apps.nlr.gov/webform/webform1.aspx>, call (800) 736-2983 or (202) 273-1960, or email at OIGHotline@nlrb.gov.

In accordance with the Inspector General Act, as amended, information regarding the identity of individuals who contact the OIG to make a report is held in confidence. Although the OIG encourages complainants to provide information on how we may contact them for additional information, we also accept anonymous complaints.

Comments and Ideas

The NLRB OIG also seeks ideas for possible future audits, evaluations, or reviews. We will focus on high-risk programs, operations, and areas where substantial economies and efficiencies can be achieved. Please send your input to OIGHotline@nlrb.gov.

IX. APPENDICES

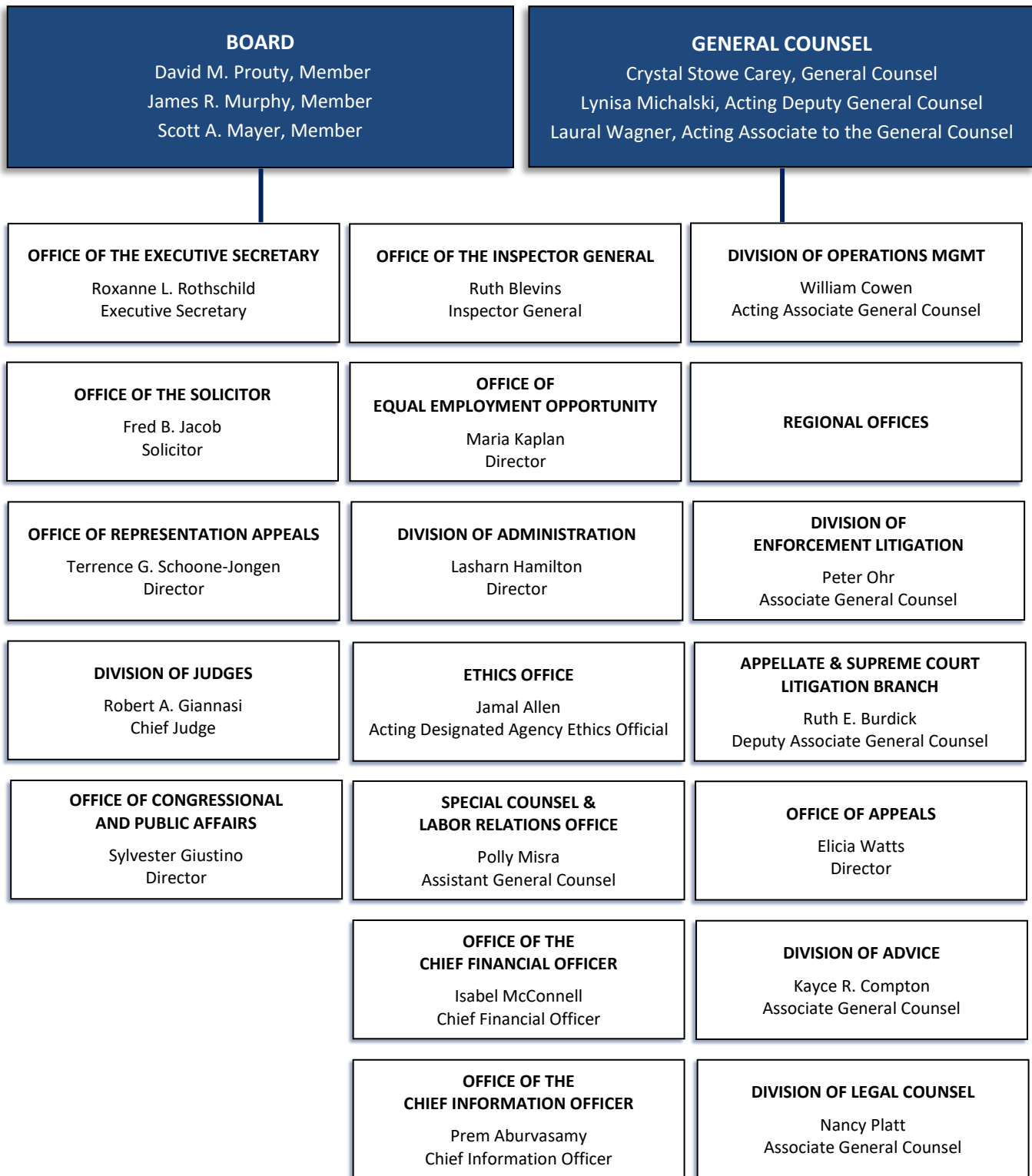
The appendices provide additional information regarding Agency performance measures, outlines of the types of cases that arise under the Labor Management Relations Act, the basic procedures in the processing of cases within the Agency, and overviews of each strategic goal.

A-1 PERFORMANCE MEASURES

In support of our mission-related goals and objectives, the Agency has a long, successful history of performance measurement focusing on the highest quality investigation, litigation, and compliance of unfair labor practice charges and representation cases. Alongside quality, Agency leadership has also always emphasized efficiency in our case handling process because we know that timely resolving labor disputes and questions concerning representation is equally essential to ensuring that the public enjoys the full benefits and protections afforded by the Act.

In support of the mission-related goals in this Fiscal Year 2026-2030 strategic plan, the Agency developed four goals with respective objectives, measures, and management strategies that help drive the mission and vision of the Agency.

B-1 ORGANIZATIONAL CHART



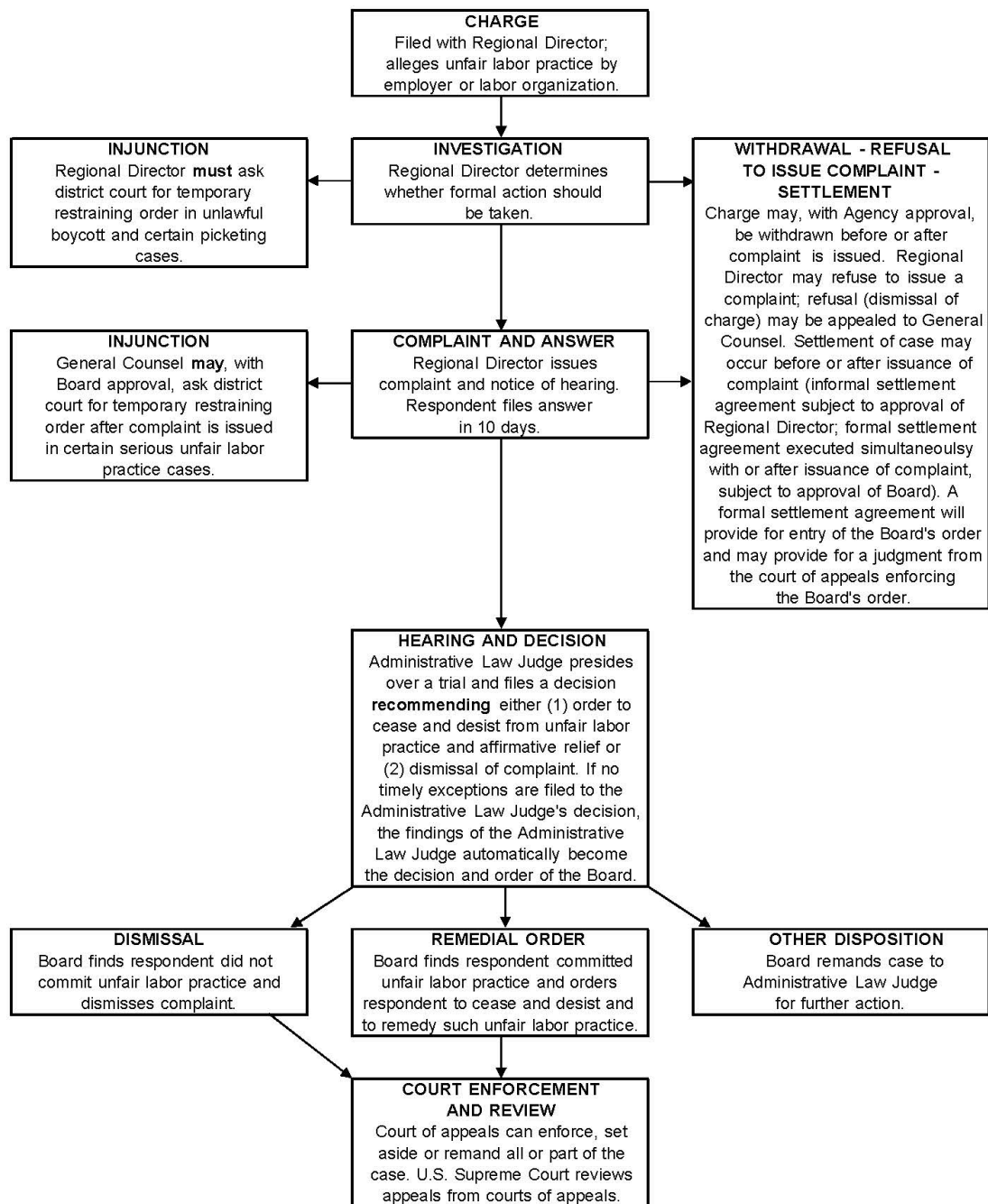
C-1 TYPES OF NLRB CASES

1. CHARGES OF UNFAIR LABOR PRACTICES (C CASES)						
Charges Against Employer	Charges Against Labor Organization					Charge Against Labor Organization and Employer
Section of the Act <u>CA</u>	Section of the Act <u>CB</u>	Section of the Act <u>CC</u>	Section of the Act <u>CD</u>	Section of the Act <u>CE</u>	Section of the Act <u>CF</u>	Section of the Act <u>CG</u>
8(a)(1) To interfere with, restrain, or coerce employees in exercise of their rights under Section 7 (to join or assist a labor organization or to refrain).	8(b)(1)(A) To restrain or coerce employees in exercise of their rights under Section 7 (to join or assist a labor organization or to refrain).	8(b)(4)(i) To engage in, or induce or encourage any individual employed by any person engaged in commerce or in an industry affecting commerce, to engage in a strike, work stoppage, or boycott, or (ii) to threaten, coerce, or restrain any person engaged in commerce or in an industry affecting commerce, where in either case an object is:	(C) To force or require any employer to recognize or bargain with a particular labor organization as the representative of its employees if another labor organization has been certified as the representative.	8(g) To strike, picket, or otherwise concertedly refuse to work at any health care institution without notifying the institution and the Federal Mediation and Conciliation Service in writing 10 days prior to such action.	8(b)(7) To picket, cause, or threaten the picketing of any employer where an object is to force or require an employer to recognize or bargain with a labor organization as the representative of its employees, or to force or require the employees of an employer to select such labor organization as their collective-bargaining representative, unless such labor organization is currently certified as the representative of such employees:	8(e) To enter into any contract or agreement (any labor organization and any employer) whereby such employer ceases or refrains or agrees to cease or refrain from handling or dealing in any product of any other employer, or to cease doing business with any other person.
8(a)(2) To dominate or interfere with the formation or administration of a labor organization or contribute financial or other support to it.	8(b)(1)(B) To restrain or coerce an employer in the selection of its representatives for collective bargaining or adjustment of grievances.	To force or require any employer or self-employed person to join any labor organization or to enter into any agreement prohibited by Section 8 (e).	(D) To force or require any employer to assign particular work to employees in a particular labor organization or in a particular trade, craft, or class rather than to employees in another trade, craft, or class, unless such employer is failing to conform to an appropriate Board order or certification.		(A) where the employer has lawfully recognized any other labor organization and a question concerning representation may not appropriately be raised under Section 9(c).	
8(a)(3) By discrimination in regard to hire or tenure of employment or any term or condition of employment to encourage or discourage membership in any labor organization.	8(b)(2) To cause or attempt to cause an employer to discriminate against an employee.	(A) To force or require any person to cease using, selling, handling, transporting, or otherwise dealing in the products of any other producer, processor, or manufacturer, or to cease doing business with any other person, or force or require any other employer to recognize or bargain with a labor organization as the representative of its employees unless such labor organization has been so certified.			(B) where within the preceding 12 months a valid election under Section 9(c) has been conducted, or	
8(a)(4) To discharge or otherwise discriminate against employees because they have given testimony under the Act.	8(b)(3) To refuse to bargain collectively with employer.				(C) where picketing has been conducted without a petition under Section 9(c) being filed within a reasonable period of time not to exceed 30 days from the commencement of the picketing; except where the picketing is for the purpose of truthfully advising the public (including consumers) that an employer does not employ members of, or have a contract with, a labor organization, and it does not have an effect of interference with deliveries or services.	
8(a)(5) To refuse to bargain collectively with representatives of its employees.	8(b)(5) To require of employees the payment of excessive or discriminatory fees for membership.					
	8(b)(6) To cause or attempt to cause an employer to pay or agree to pay money or other things of value for services which are not performed or not to be performed.					
2. PETITIONS FOR CERTIFICATION OR DECERTIFICATION OF REPRESENTATIVES (R CASES)			3. OTHER PETITIONS			
By or on Behalf of Employees		By an Employer	By or on Behalf of Employees	By a Labor Organization or an Employer		
Section of the Act <u>RC</u>	Section of the Act <u>RD</u>	Section of the Act <u>RE</u>	Section of the Act <u>UF</u>	Board Rules <u>UC</u>	Board Rules <u>AC</u>	
9(c)(1)(A)(i) Alleging that a substantial number of employees wish to be represented for collective bargaining and their employer declines to recognize their representative. *	9(c)(1)(A)(ii) Alleging that a substantial number of employees assert that the certified or currently recognized bargaining representative is no longer their representative. *	9(c)(1)(B) Alleging that one or more claims for recognition as exclusive bargaining representative have been received by the employer. *	9(e)(1) Alleging that employees (30 percent or more of an appropriate unit) wish to rescind an existing union-security agreement.	Subpart C Seeking clarification of an existing bargaining unit.	Subpart C Seeking amendment of an outstanding certification of bargaining representative.	

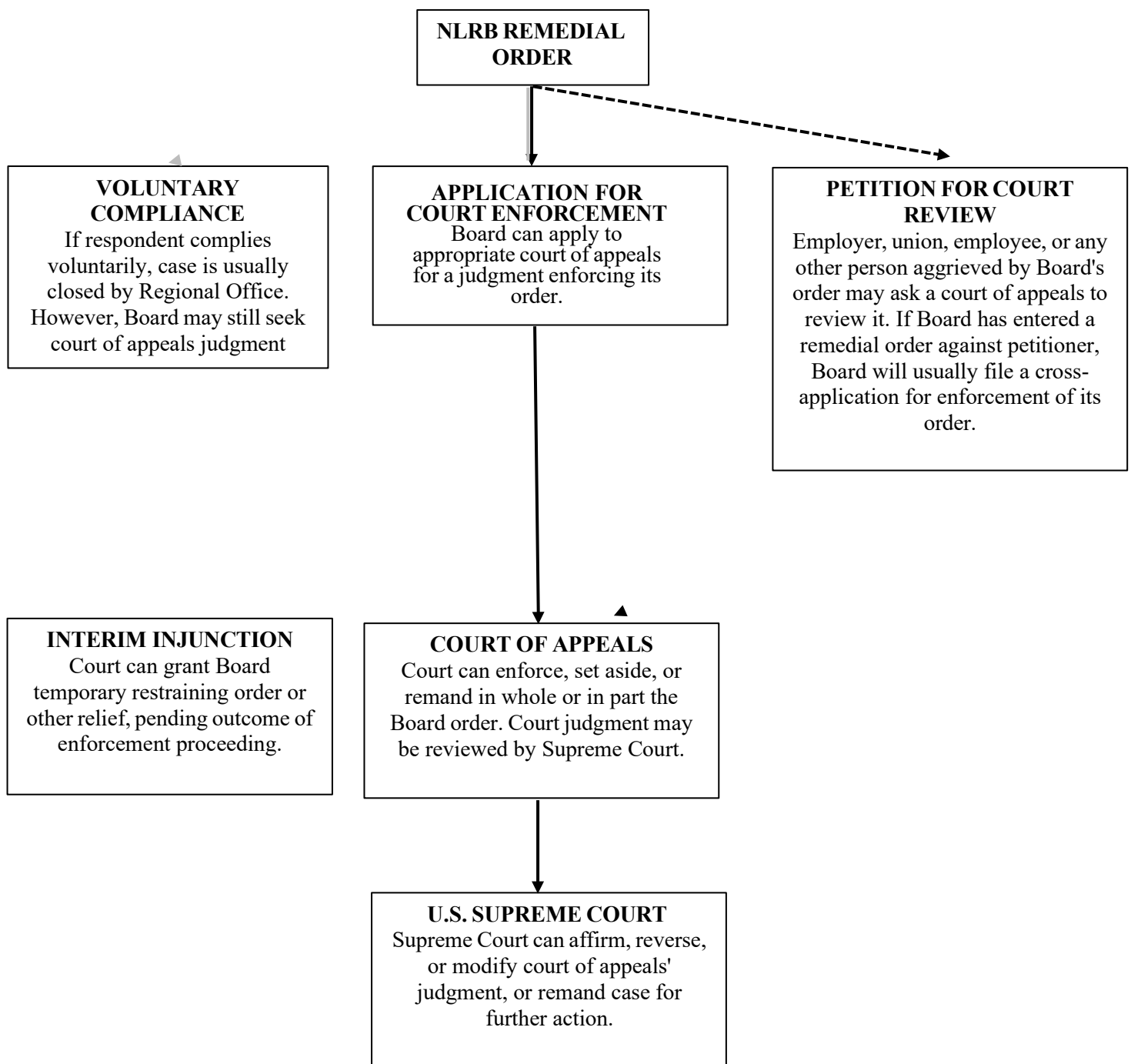
* If an 8(b)(1) charge has been filed involving the same employer, these statements in RC, RD, and RE petitions are not required.

Charges filed with the National Labor Relations Board are letter-coded and numbered. Unfair labor practice charges are classified as "C" cases and petitions for certification or decertification of representatives as "R" cases. This chart shows the letter codes used for "C" cases and "R" cases and also presents a summary of each section involved.

C-2 PROCEDURES IN CASES INVOLVING CHARGES OF UNFAIR LABOR PRACTICES



C-3 NLRB ORDER ENFORCEMENT CHART



C-4 OUTLINE OF REPRESENTATION PROCEDURES UNDER SECTION 9(c)

