

## **Section 1: Agency Policy and Strategy**

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### **I. Agency Policy Statement**

Pursuant to Section 8 of Executive Order 13514, the National Labor Relations Board (NLRB) is pleased to submit its Agency Strategic Sustainability Performance Plan for FY2010.

An independent federal agency with 1700 employees working in 51 field offices and headquarters in Washington, D.C., the NLRB administers and enforces the National Labor Relations Act, which is the primary federal statute governing labor relations in the private sector. Under the Act, the NLRB has two primary functions: to conduct secret-ballot elections among employees to determine whether or not the employees wish to be represented by a union; and to prevent and remedy statutorily defined unfair labor practices by employers and unions. The NLRB is committed to meeting sustainability targets and goals and complying with environmental and energy statutes, regulations and Executive Orders.

The NLRB's sustainability priorities planned for the upcoming year are fully in line with its initiatives to improve management and internal functions and thereby enhance the Agency's ability to meet its performance goals:

- **Implementation of Next Generation Case Management (NxGen):** NxGen is an electronic case management and processing system that enables the NLRB to replace manual paper-based processes and "stovepipe" legacy systems, thereby reducing paper, postage, shipping, and courier use.
- **Deployment of Public Web Portal:** the NLRB has built and deployed a website portal and master data management model to allow case participants to electronically file case documents, track case updates, receive decisions electronically, and manage their profiles online. This system reduces paper, postage, shipping, and courier use for the participants and the Agency.
- **IT Infrastructure Modernization and Consolidation:** this program allows employees in eligible positions to telecommute through a reliable corporate system interface, thereby enhancing workplace flexibility and reducing greenhouse gas emissions related to employee commuting.

The efforts of the NLRB Green Team are one of the Agency's more noteworthy, recent successes. Comprised of 23 employees located in headquarters and 11 field offices, the Green Team reviewed current recycling and conservation programs and practices throughout the Agency and issued a report with specific recommendations for more sustainable travel, energy use, recycling, waste management and procurement. The Green Team's efforts directly address the policy set forth in Section 1 of Executive Order 13514, "[to] inform Federal employees about and involve them in the achievement of these goals."

National Labor Relations Board  
Sustainability Performance Plan

The Agency's commitment to sustainability is evidenced by the engagement of its personnel, and the efficiencies with which it carries out its mission. The NLRB looks forward to building on its successes and meeting the challenges of achieving sustainability targets and goals.

**II. Sustainability and the Agency Mission**

The mission of the National Labor Relations Board is to carry out the statutory responsibilities of the National Labor Relations Act, as efficiently as possible, in a manner that gives full effect to the rights afforded to all parties under the Act. The relationship between sustainability and the agency mission is clear in that "as efficiently as possible" includes efficiencies in energy and water use, in reduction of greenhouse gas emissions and waste, and acquisitions of sustainable products and services. Achieving sustainability targets and goals will support the agency in carrying out its mission by increasing the NLRB's efficiency with which it carries out the statutory responsibilities of the National Labor Relations Act.

The NLRB will address conflicts and challenges in achieving sustainability goals in several ways. The Agency consults with the Council on Environmental Quality (CEQ) and other federal agencies via forums such as the Small Agency Council (SAC) to seek guidance on achieving goals. In addition, the NLRB complies with the Federal Managers' Financial Integrity Act (FMFIA), which requires federal agencies to develop and implement appropriate and cost-effective internal controls for results-oriented management, assess the adequacy of those internal controls, identify needed areas of improvement, take corresponding corrective action, and provide an annual statement of assurance regarding internal controls and financial systems.

The legal profession is still a paper-based domain. As technology evolves, the NLRB finds itself in a period of transition from paper-based processes to electronic processes. Many courts still require paper filing. The transition from paper to electronic case management is a long-term challenge that will demand persistence and promotion by all participants.

National Labor Relations Board  
Sustainability Performance Plan

**III. Greenhouse Gas Reduction Goals**

As reported to the CEQ in December 2009, the NLRB identified the annual Gallons Gasoline Equivalent (GGE) and Scope 1 Greenhouse Gas (GHG) targets as follows:

FY	GGE Annual Consumption	GHG Emissions
2010	14,050	124.0
2011	13,769	121.5
2012	13,488	119.0
2013	13,207	116.6
2014	12,926	114.1
2015	12,645	111.6
2016	12,364	109.1
2017	12,083	106.6
2018	11,802	104.2
2019	11,521	101.7
2020	11,240	99.7

The NLRB will achieve its GHG target by converting its entire fleet of automobiles to alternate fuel vehicles (ATF), thus reducing the use of fossil fuel. In FY 2008, only 5 of the Agency’s GSA-leased automobiles were ATF; in FY 2009, this figure increased to 7. The NLRB plans to increase its fleet by a minimum of 1 ATF each fiscal year, FY 2010 through FY 2020 (a 2.2% increase per fiscal year), to meet our targeted objective. However, it is our intention to convert our entire fleet of vehicles well before FY 2020.

The NLRB has no Scope 2 and Scope 3 targets to report at this time. More information on Scope 2 and Scope 3 will be provided once the information becomes available.

**IV. Plan Implementation**

Under the direction of the Senior Sustainability Officer, the NLRB’s Division of Administration leads the effort to implement EO 13514 throughout the agency. The Division of Administration includes the following functional offices at headquarters: Acquisitions Management, Budget, Facilities and Property, Finance, Human Resources, Library and Administrative Services, and Security and works closely with the Office of Chief Information Officer. Coordination and dissemination of the plan with the Agency’s 51 field offices is accomplished via these functional offices, through their daily contact with counterparts in the field offices, and in concert with the Division of Operations-Management, which directly supervises and manages the field offices. Communication among these offices is ongoing on issues related to sustainability.

The Agency will continue to update, implement and maintain existing plans, policies and internal systems in several ways:

National Labor Relations Board  
Sustainability Performance Plan

- **Coordination with General Services Administration (GSA)**

As a small agency, half of NLRB offices are located in federal buildings in which space is leased from GSA. In addition, all 50+ vehicles used for official business are leased from GSA. As a result, the NLRB works hand-in-hand with GSA to ensure the Agency is meeting federal sustainability requirements.

As a result of the recently passed American Recovery and Reinvestment Act, GSA is spending \$5.55 billion to convert numerous federal buildings throughout the country into high-performance green buildings as well as renovating and constructing other federal facilities. Twenty-one NLRB field offices are located in federal buildings that will be affected by the construction. These field offices are located in: Boston, New York, Detroit, Cleveland, Cincinnati, Atlanta, St. Louis, Fort Worth, Seattle, Indianapolis, Oakland, Albany, Grand Rapids, Miami, Houston, San Antonio, Tulsa, Des Moines, Anchorage, Albuquerque, and Honolulu. Construction is expected to be completed within two years. Many of the federal buildings will benefit from features such as lighting controls and sensors that turn off lights when not needed, new or improved heating and air-conditioning systems, and renewable energy projects using solar or wind power. GSA selected projects based on the speed at which jobs can be created and how much energy efficiency can be gained.

- **Annual Justification of Performance Budget for Committee on Appropriations**

The Justification of Performance Budget for Committee on Appropriations, which the NLRB submits to Congress annually, will serve as a platform to integrate and enunciate the Agency's sustainability goals. The Plan sets strategic goals for the fiscal year and describes a number of initiatives that will help the Agency to use resources efficiently and effectively to achieve the annual and long-term performance goals under the Government Performance and Results Act (GPRA) of 1993. Included in this year's plan are the following initiatives which have a positive impact on sustainability:

- **Implementation of Next Generation Case Management (NxGen):** NxGen is an electronic case management and processing system that enables the NLRB to replace manual paper-based processes and "stovepipe" legacy systems, thereby reducing paper, postage, shipping, and courier use.
- **Deployment of Public Web Portal:** the NLRB has built and deployed a website portal and master data management model to allow case participants to electronically file case documents, track case updates, receive decisions electronically, and manage their profile online. This system reduces paper, postage, shipping, and courier use for the participants and the Agency.
- **IT Infrastructure Modernization and Consolidation:** this program allows employees in eligible positions to telecommute through a reliable corporate system interface, thereby enhancing workplace flexibility and reducing greenhouse gas emissions related to commuting.

National Labor Relations Board  
Sustainability Performance Plan

• **NLRB Internal Controls**

NLRB management is responsible for establishing and maintaining an environment throughout the Agency that is positive and supportive of internal controls and conscientious management. Internal control systems are expected to provide reasonable assurance that the following objectives are being achieved:

- effectiveness and efficiency of operations
- reliability of financial reporting
- compliance with applicable laws and regulations

The NLRB's approach to assessing its internal controls includes the identification and assessment of risks by 23 designated managers on an agency-wide basis, in accordance with OMB Circular A-123, Management's Responsibility for Internal Control, dated December 21, 2004. In completing this annual review, the designated managers, in conjunction with subordinate staff as needed, use personal judgment as well as other sources of information. These sources include:

- knowledge gained from day-to-day operations
- Inspector General audits and investigations
- program evaluations
- reviews of financial systems
- annual performance plans
- management reviews for the purpose of assessing internal controls.

The designated managers are responsible for conducting reviews of program operations; assisting program offices in identifying risks and conducting internal control reviews; issuing reports of findings and making recommendations to improve internal controls and manage risk.

National Labor Relations Board  
Sustainability Performance Plan

- **NLRB Green Team**

Most of the NLRB’s budget, about 80 percent, is dedicated to personnel costs. As a result, the focus of the Green Team was to address what NLRB staff can accomplish through individual efforts, as federal employees and private citizens, to become more environmentally friendly. The efforts of the NLRB Green Team resulted in a collaborative initiative to “green” the Agency. Comprised of 23 employees located in headquarters and 11 field offices, the Green Team reviewed current recycling and conservation programs and practices throughout the Agency and issued a report with specific recommendations for more sustainable travel, energy use, recycling, waste management and procurement. The Green Team’s efforts directly address the policy set forth in Section 1 of Executive Order 13514, “[to] inform Federal employees about and involve them in the achievement of these goals.”



National Labor Relations Board  
Sustainability Performance Plan

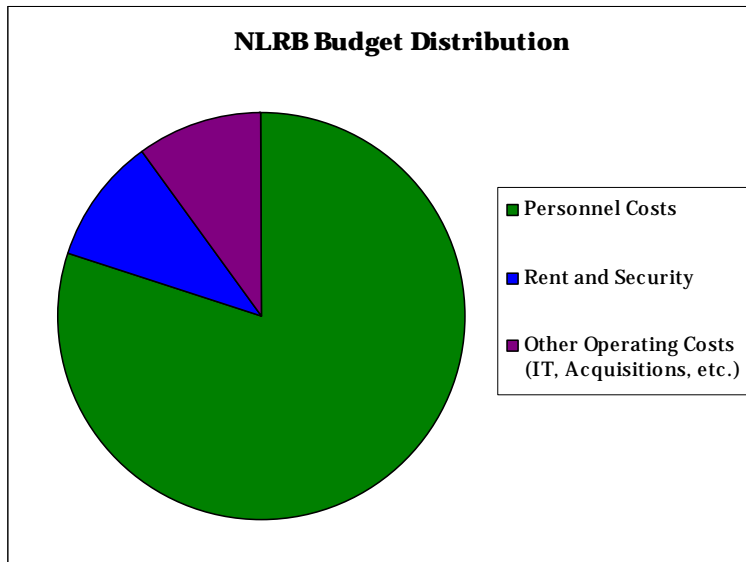
**Table 1: Critical Planning Coordination**

Originating Report / Plan	Scope 1 & 2 GHG Reduction	Scope 3 GHG Reduction	Develop and Maintain Agency Comprehensive GHG Inventory	High-Performance Sustainable Design / Green Buildings	Regional and Local Planning	Water Use Efficiency and Management	Pollution Prevention and Waste Elimination	Sustainable Acquisition	Electronic Stewardship and Data Centers	Agency Specific Innovation
GPRAs Strategic Plan	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
A-11 300s	No	No	n/a	n/a	n/a	n/a	n/a	No	No	n/a
Budget	No	No	n/a	No	n/a	No	No	No	Yes	Yes
Circular A-11 Exhibit 53s	No	No	n/a	n/a	n/a	n/a	n/a	No	No	n/a
DOE's Annual Federal Fleet Report to Congress and the President	Yes	No	n/a	n/a	n/a	n/a	n/a	No	n/a	Yes
Green Team Report	Yes	Yes	n/a	Yes	n/a	Yes	Yes	Yes	Yes	Yes
Performance and Accountability Report	No	No	n/a	No	n/a	No	No	No	Yes	Yes

National Labor Relations Board  
Sustainability Performance Plan

**V. Evaluating Return on Investment**

The NLRB’s mission – the resolution of labor disputes through investigation, settlement, advocacy and adjudication – relies primarily on skilled and experienced professional employees; accordingly, most of the Agency’s budget, about 80 percent, is dedicated to personnel costs. Of the remaining 20 percent, about 10 percent is required for rent and associated security costs, and the balance of 10 percent is allocated among other operating costs and activities, including IT development, acquisition and maintenance; telecommunications, including leased lines for all field offices; court reporting; case-related travel; witness fees; interpreters; maintaining current legal research collections; training; and complying with government-wide statutory and regulatory mandates.



The budget allocation is of primary importance when evaluating the return on investment of sustainability projects. As 80 percent of the budget is devoted to personnel costs, the NLRB’s sustainability projects focus on personnel, employee performance, and workplace practices that can be measured against performance standards, policies and procedures. Investing in employees yields the highest return on investment because of the prominence of personnel costs in the Agency’s budget. The remaining 20 percent of the budget represents the tangible tools that permit the personnel to accomplish the NLRB’s mission: office space, IT and communication systems, procurement of goods and services, etc. The NLRB also measures the effectiveness of these tools against performance standards, policies and procedures.

Efficiencies in operations are of significant importance when evaluating the return on investment of sustainability projects. As noted previously in this plan, carrying out the statutory responsibilities of the National Labor Relations Act as efficiently as possible is an integral part of the Agency’s mission. The NLRB seizes opportunities to make a program (e.g., purchasing) more efficient using a sustainable approach when that approach maintains or improves the performance of the program.



National Labor Relations Board  
Sustainability Performance Plan

**VI. Transparency**

The NLRB values the transparent communication of its sustainability progress within the Agency and to the public. The NLRB will continue to report its progress, as it already does, in its annual Justification of Performance Budget for Committee on Appropriations and its annual Performance and Accountability Report, which can be found on the Agency's Internet site, [www.nlr.gov](http://www.nlr.gov). This is the same site the Agency will use for disseminating other appropriate sustainability information to the public. For internal communications, the Green Team will provide quarterly updates to employees on the Agency's intranet site, <http://nlrbnet.nlr.gov/hq/> and via the "All Aboard," a monthly newsletter distributed to all employees.

## **Section 2: Performance Review & Annual Update**

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### **I. Summary of Accomplishments:**

The NLRB has made several notable sustainability achievements in FY 2010:

- **Implementation of Next Generation Case Management (NxGen):** NxGen is an electronic case management and processing system that enables the NLRB to replace manual paper-based processes and “stovepipe” legacy systems, thereby reducing paper, postage, shipping, and courier use.
- **Deployment of Public Web Portal:** the NLRB has built and deployed a website portal and master data management model to allow case participants to electronically file case documents, track case updates, receive decisions electronically, and manage their profiles online. This system reduces paper, postage, shipping, and courier use for the participants and the Agency.
- **IT Infrastructure Modernization and Consolidation:** this program allows employees in eligible positions to telecommute through a reliable corporate system interface, thereby enhancing workplace flexibility and reducing greenhouse gas emissions related to employee commuting.
- **NLRB Green Team:** broadly representing stakeholders across the Agency, the Green Team reviewed current recycling and conservation programs and practices throughout the Agency and issued a report with specific recommendations for more sustainable travel, energy use, recycling, waste management and procurement. The recommendations were approved by the Chairman and General Counsel.

National Labor Relations Board  
Sustainability Performance Plan

**II. Goal Performance Review**

**1. GOAL: Scope 1 & 2 Greenhouse Gas Reduction (GGE and GHG Submission December 2009)**

- Goal Description: See Table: Scope 1 Greenhouse Gas (GHG) Targets
- Agency lead for goal: Division of Administration/Facilities and Property Branch
- Implementation methods: The NLRB will achieve its GHG target by converting its entire fleet of automobiles to alternate fuel vehicles (ATF), thus reducing the use of fossil fuel. In FY 2008, only 5 of the Agency’s GSA-leased automobiles were ATF; in FY 2009, this figure increased to 7. The NLRB plans to increase its fleet by a minimum of 1 ATF each fiscal year, FY 2010 through FY 2020 (a 2.2% increase per fiscal year), to meet our targeted objective. However, it is our intention to convert our entire fleet of vehicles well before FY 2020. The NLRB has no Scope 2 targets to report at this time. More information on Scope 2 will be provided once the information becomes available.
- Positions: NLRB is currently adequately staffed to support the development and implementation of this plan. The majority of the work is completed on a part-time basis.
- Planning Table: See Table: Scope 1 Greenhouse Gas (GHG) Targets

Table: Scope 1 Greenhouse Gas (GHG) Targets

FY	GGE Annual Consumption	GHG Emissions
2010	14,050	124.0
2011	13,769	121.5
2012	13,488	119.0
2013	13,207	116.6
2014	12,926	114.1
2015	12,645	111.6
2016	12,364	109.1
2017	12,083	106.6
2018	11,802	104.2
2019	11,521	101.7
2020	11,240	99.7

National Labor Relations Board  
Sustainability Performance Plan

**2. GOAL: Scope 3 Greenhouse Gas Reduction**

- Goal Description: The NLRB has no Scope 3 targets to report at this time. More information on Scope 3 will be provided once the information becomes available.
- Agency lead for goal: Division of Administration/Facilities and Property Branch
- Implementation methods: To be determined
- Positions: To be determined
- Planning Table: To be determined

**3. GOAL: Develop and Maintain Agency Comprehensive Greenhouse Gas Inventory**

- Goal Description: Does not currently apply to NLRB

**4. GOAL: High-Performance Sustainable Design/Green Buildings**

- Goal Description: To be determined
- Agency lead for goal: Division of Administration/Facilities and Property Branch
- Implementation methods: As a small agency, half of NLRB offices are located in federal buildings in which space is leased from GSA. As a result, the NLRB works hand-in-hand with GSA to ensure the Agency is meeting federal sustainability requirements.
- Positions: To be determined
- Planning Table: To be determined

**5. GOAL: Regional and Local Planning**

- Goal Description: To be determined
- Agency lead for goal: Division of Administration
- Implementation methods: To be determined
- Positions: To be determined
- Planning Table: To be determined

**6. GOAL: Water Use Efficiency and Management**

- Goal Description: To be determined
- Agency lead for goal: Division of Administration
- Implementation methods: To be determined
- Positions: To be determined
- Planning Table: To be determined

National Labor Relations Board  
Sustainability Performance Plan

**7. GOAL: Pollution Prevention and Waste Elimination**

- Goal Description: To be determined
- Agency lead for goal: Division of Administration
- Implementation methods: To be determined
- Positions: To be determined
- Planning Table: To be determined

**8. GOAL: Sustainable Acquisition**

- Goal Description: To finalize and disseminate Agency policies and procedures for procurement of goods and services to meet sustainability goals for recycling and waste diversion
  - Sub goal: Finalize and publish Green Purchasing Program policy document on NLRB intranet website by December 31, 2010
  - Sub goal: Develop and train all Agency Purchase Cardholders and Approving Officials on Green Purchasing Program by December 31, 2010
- Agency lead for goal: Division of Administration/Acquisitions Management Branch
- Implementation methods: The Acquisitions Management Branch (AMB) will finalize and obtain approval for the Green Purchasing Program policy via normal internal methods for all administrative policy. In coordination with the Agency's webmaster, the AMB will post the policy on the NLRB intranet website <http://nlrbnet.nlr.gov/hq/> and notify the Agency of the updated policy via email. In coordination with the Division of Administration, the AMB will develop and deliver training on Green Purchasing to all Agency Purchase Cardholders and Approving officials via a blended learning format.
- Positions: Like many federal agencies, the NLRB is challenged in recruiting qualified acquisitions professionals needed to adequately assure the Agency's procurement activities. There are currently four full-time employees in the Acquisitions Management Branch, an insufficient number to support the procurement activities of an agency employing more than 1,700 staff in Headquarters and 51 regional offices. The NLRB is recruiting for open positions in the Acquisitions Management Branch. Despite this challenge, the NLRB is currently adequately staffed to support the development and implementation of this plan. The majority of the work is completed on a part-time basis.
- Planning Table: To be determined

National Labor Relations Board  
Sustainability Performance Plan

**9. GOAL: *Electronic Stewardship and Data Centers***

- Goal Description: Consolidate all production, test and disaster recovery servers into a managed data center by end of FY 2011
- Agency lead for goal: Office of Chief Information Officer (OCIO)
- Implementation methods: Servers were located in 51 Regional, Sub-regional, and Resident Offices throughout the continental United States, Puerto Rico and Hawaii to support mission critical applications. The data centers utilized by the Agency are designed to provide a secure, power protected, environmentally controlled space used for housing server, network and computer equipment. They are significantly more environmentally sustainable than the “computer room” at Headquarters and “server closets” in the seventeen Regional Offices. OCIO will employ a blend of techniques for the deployment, including on-site and virtual installation, configuration and support. A second managed hosting facility provides continuity of operations and load balancing functionality.
- Positions: the NLRB is currently adequately staffed to support the development and implementation of this plan. The majority of the work is completed on a part-time basis.
- Planning Table:

Electronic Stewardship and Data Centers Planning Table	FY 2010	FY 2011
Percent of production, test and disaster recovery servers consolidated in managed data center	86%	100%

**10. GOAL: *Agency Innovation***

- Goal Description: Implement three specific recommendations from Green Team report that inform Agency employees about and involve them in the achievement of sustainability
  - Sub-goal 1: Raise employee awareness of federally funded or sponsored resources for sustainability programs by posting website and resource links in NLRB intranet site <http://nlrbnet.nlr.gov/hq/> . Links highlight resources that provide sustainable alternatives to reduce environmental impacts.
  - Sub-goal 2: Establish volunteer Employee Sustainability Pledge Program on NLRB intranet site
  - Sub-goal 3: Configure all agency printers and photocopiers to print double-side by default for devices that currently have this capability
- Agency lead for goal: Division of Administration and Office of Chief Information Officer
- Implementation methods:
  - Sub-goal 1: In coordination with Agency webmaster, the Division of Administration will post website and resource links and updates of federally funded or sponsored sustainability programs every month

National Labor Relations Board  
Sustainability Performance Plan

- Sub-goal 2: The Division of Administration will ask employees to voluntarily endorse a pledge to reduce their environmental impact by implementing three new steps of their choice (e.g., using a re-usable container for water or coffee); set a goal of 500 pledges and publish on the Agency's intranet site the number of pledges received, similar to the Combined Federal Campaign results; email or post to the Green Team site, without attribution, the innovative steps submitted in employee pledges
- Sub-goal 3: The Office of Chief Information Officer will configure all agency printers and photocopiers Agency-wide to print double-side by default for devices that currently have this capability
- Positions: the NLRB is currently adequately staffed to support the development and implementation of this plan. The majority of the work is completed on a part-time basis
- Planning Table: To be determined