



UNITED STATES GENERAL ACCOUNTING OFFICE

WASHINGTON, D.C. 20548

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HUMAN RESOURCES
DIVISION

April 30, 1982

B-207266

The Honorable Jack Brooks
House of Representatives



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Dear Mr. Brooks:

**Subject: Information on the Federal Mediation
and Conciliation Service's Reorganization
Due to Fiscal Year 1982 Budget Reductions
(GAO/HRD-82-68)**

This report responds to your December 17, 1981, request that we obtain information on the possible impact of fiscal year 1982 budget reductions on the Federal Mediation and Conciliation Service's (FMCS') effectiveness. Generally, you were concerned about the reductions in the number of regional offices from eight to four and regional office clerical personnel, as well as other reductions in office space and equipment. You were especially concerned about the cutbacks in FMCS' Houston, Texas, office and its impact on that office's effectiveness. The information in this report was provided to your office in a briefing on March 19, 1982.

In discussions with your office, we agreed to (1) ascertain the basis and criteria for the budget reductions; (2) obtain information on the reduction of office space and equipment; and (3) gather caseload and mediator statistics for fiscal years 1979, 1980, and 1981 and projections for 1982, if possible. We also agreed to discuss with Washington headquarters and certain regional FMCS officials the impact budget reductions have had or are likely to have in carrying out the agency's mission. Information obtained on these areas is summarized below and discussed in more detail in enclosure I and the exhibits.

The Director of FMCS told us that in September 1981, the Office of Management and Budget informed FMCS that its budget allocations for fiscal year 1982 were to be reduced more than what was initially expected. Accordingly, in October 1981 FMCS headquarters officials developed a reorganization plan which they believed would permit the agency to operate within the constrained budget without adversely affecting the mediation program. The plan

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basically consolidated eight regional offices into four, 1/ eliminated the managerial staff of the four closed offices, and transferred supervision of the mediators to the remaining four offices. Organizational changes were also made by bringing case control and travel voucher processing into headquarters from the regions.

Regarding staff reductions, a total of two professional and eight support positions were eliminated from headquarters along with abolishing several vacant positions. Seventeen professional and 80 support positions were eliminated from the regional offices and duty stations. Although some mediator positions were transferred to new locations, none were lost as a result of this reorganization.

With respect to the Houston duty station, it will be reduced from five to three mediators during June 1982. At that time, one person will be relocated to the San Antonio, Texas, duty station to cover about the same geographic area of responsibility as he had in Houston. The other person will be transferred to the Springfield, Missouri, duty station. The Houston duty station also lost its one support position.

As part of FMCS' total effort to reduce agency costs in response to budgetary constraints, the reorganization also included reductions in office space and equipment. FMCS officials have estimated that the annualized savings from these reductions will be \$1,782,000 for office space, \$48,000 for office equipment, and \$73,000 for communications. The estimated annual savings for the Houston duty station were \$8,300, \$1,100, and \$350, respectively.

The caseload statistics we gathered showed that Houston's mediator average caseload for fiscal years 1979, 1980, and 1981 was somewhat higher than most of the duty stations now in its region--the Southern regional office in Atlanta, Georgia. When we discussed the Houston workload situation with FMCS headquarters officials, they said that, if the caseload warrants another mediator after they assess the reorganization in the future, then one will be added to Houston.

FMCS headquarters officials believed that it was too early to make an assessment of the reorganization's effectiveness because the changes have been in effect only since January 1982 and because this is the first major reorganization since 1947. They also generally believed that imposed budget cuts have not affected their mission, which is to provide mediation services. On the other

1/The four closed regional offices were redesignated as district offices.

hand, the mediators in the Houston duty station believe the budget cuts have affected their mission. They believe these cuts have (1) caused untimely case assignments; (2) increased FMCS' use of outside facilities for mediation purposes, thus decreasing mediators' opportunity to handle labor negotiations on their own turf; (3) created the possibility of decreasing FMCS' caseload and of increasing the occurrence of strikes if cases are not handled expeditiously; and (4) lengthened the turnaround time for processing travel vouchers. Also, local management and labor union representatives basically believed the operations and mission of FMCS could be greatly affected by the budget cuts. They expressed concern regarding the Houston duty station's ability to handle its current caseload with three mediators.

FMCS headquarters officials responded that the regional officials' concerns can be attributed to startup problems associated with implementing the reorganization, most of which have now been resolved. Furthermore, they do not believe their caseload will decrease or more strikes will occur since their policy is to provide a mediator whenever and wherever necessary.

As your office requested, written comments were not obtained from FMCS headquarters officials, but we did obtain their oral views which have been incorporated in this report. Generally, the officials agreed with the information in the report. As agreed with your office, we will send copies of this report to interested parties and make copies available to others upon request.

Sincerely yours,


Gregory J. Ahart
Director

Enclosure

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ABBREVIATIONS

FMCS	Federal Mediation and Conciliation Service
GAO	General Accounting Office

INFORMATION ON THE FEDERAL MEDIATION AND
CONCILIATION SERVICE'S REORGANIZATION DUE
TO FISCAL YEAR 1982 BUDGET REDUCTIONS

BACKGROUND

The Federal Mediation and Conciliation Service (FMCS) is an independent agency of the executive branch. FMCS was established by the Labor-Management Relations Act of 1947, as amended (29 U.S.C. §172 et seq.). The mission of FMCS is to prevent and to minimize labor-management disputes nationwide, both in the private and public sectors of the economy, excluding the railroad and airline industries. In particular, the agency objective is to prevent work stoppages and to reduce their duration when they occur. Section 8(d) of the National Labor Relations Act of 1935, as amended (29 U.S.C. §158(d)) requires that all parties notify FMCS 30 days before a contract termination or modification date, so that the agency may offer mediation services. Upon receipt of an 8(d) notice, the Federal mediator confers with both parties to the dispute and, through a series of meetings with them, determines what the issues are and what matters to mediate.

Exhibit A shows the appropriations history for FMCS from fiscal year 1972 to the agency's estimate for fiscal year 1983.

OBJECTIVE, SCOPE, AND METHODOLOGY

Our objective was to answer your specific concerns on the reorganization of FMCS. In subsequent discussions with your office we agreed to:

- Ascertain the basis and criteria from FMCS headquarters officials for making the reductions.
- Obtain information on the reduction of office space and equipment.
- Gather FMCS caseload statistics nationwide and by region for fiscal years 1979, 1980, and 1981 and projections, if possible, for fiscal year 1982.
- Gather FMCS statistics on the number of mediators in total and by region for the above time periods.
- Determine the average number of cases handled by FMCS mediators during these periods.
- Discuss with Washington headquarters and appropriate regional FMCS officials the impact the budget reductions have had or are likely to have in carrying out the agency's mission.

We reviewed pertinent agency documents and interviewed FMCS officials in Washington, D.C.; Atlanta, Georgia; St. Louis, Missouri; and Houston, Texas. 1/ We obtained our caseload statistics from FMCS and because of the time frame of this assignment, we did not conduct a reliability assessment of FMCS' management information system. We also discussed the impact of the reorganization with management and labor groups in the Houston area who frequently use FMCS.

Our review was performed in accordance with our current "Standards for Audit of Governmental Organizations, Programs, Activities, and Functions."

REORGANIZATION OF FMCS

According to FMCS headquarters officials, since April 1980 they have had to institute stringent budget and spending constraints because the agency had frequently failed to meet its monthly budget targets. These constraints included restrictions on travel, station transfers, printing, office equipment, publications, and overtime in order to avoid Anti-Deficiency Act (31 U.S.C. 665) violations. In April 1981, FMCS began to prepare a longer term plan for reducing its operating costs in a period of expected budget reductions.

The Director of FMCS said that, in September 1981, the Office of Management and Budget informed FMCS that its budget allocations for fiscal year 1982 were expected to be further reduced. To meet the projected ceilings and to manage FMCS more efficiently with consistent jurisdictional and case control procedures, the October 1981 reorganization plan was developed. The plan was designed to operate FMCS within the constrained budget without affecting the mediation program.

The thrust of the reorganization was to reduce expenditures while minimizing the reduction in the level of FMCS' mediation program. The principal objectives were to reduce the ratio of managers to field mediators and to cut administrative expenses. The plan consolidated eight regional offices into four, 2/ eliminated the managerial staff of four offices, and transferred supervision of the mediators to the remaining four offices. The plan also centralized the agency's case control function into one office, thus eliminating the eight regional control offices and reducing related managerial and clerical personnel. Within headquarters, the plan created the Office of Policy and Resource Management and transferred the functions of personnel, audit, case control, and automated data processing to that office. This consolidation permitted the elimination of four Senior Executive Service positions

1/This is the organizational hierarchy from the Houston duty station to national headquarters.

2/The four closed regional offices were redesignated as district offices.

in the Washington, D.C., headquarters. Administrative expenses were to be reduced by discontinuing the agency's practice of having mediators' reports and vouchers typed and, in 1983, adopting an electronic data processing capability to substitute for the former, labor-intensive clerical function. All vouchers were now approved by headquarters personnel instead of by the regional offices which also eliminated eight positions.

The reorganization began on October 9, 1981. A November 5, 1981, lawsuit filed by some employees contended that the acting director was not lawfully serving in that position and therefore could not implement a reorganization plan. Thus, some portions of the reorganization were completed, but others were deferred pending appointment of a director. ^{1/} The portions of the reorganization which occurred before the lawsuit, such as the creation of the Office of Policy and Resource Management and its assumption of personnel, grants, and audit and review functions, remained in effect. The four regions planned for elimination continued to operate. The consolidation of office space and a change in the telephone system were permitted provided that incumbent employees remaining on the rolls were afforded the space and equipment necessary to perform their functions. A director was appointed on January 11, 1982, and the remaining parts of the plan, along with some modifications, were implemented the next day.

Headquarters officials said that there have been some problems in implementing the reorganization. Some problems are due to the fact that it is the first major reorganization since 1947. Some problems occurred because the reorganization, which was to be implemented in October 1981 (FMCS' slowest part of the year), was delayed because of the lawsuit until January 1982 (FMCS' busiest part of the year). The officials recognized that startup problems, such as untimely case assignments and delays in approving travel vouchers, may have occurred, but they believe these problems are now under control. They also believe that it is too early to assess the reorganization's effectiveness.

The following sections discuss in more detail the (1) functional changes, (2) staff changes, (3) office space and equipment reductions, (4) caseload statistics, and (5) impact of the FMCS reorganization.

FUNCTIONAL CHANGES

Case control procedures

Since the reorganization, all case control procedures are centralized at FMCS headquarters, which receives labor dispute notifications from labor and management and makes initial jurisdiction

^{1/}On November 30, 1981, the parties settled the lawsuit in an agreement which remained in effect until the new director was appointed.

assignments. The notifications are sent to the appropriate regional office having jurisdiction over handling the labor dispute case. The regional office logs the case in and sends the notification to the appropriate district office where a duty station mediator is assigned to the case. The mediator checks the validity of the information on which the decision was made as to who has jurisdiction and, within 10 days after receipt of the case assignment, forwards an initial report to the district director as to whether FMCS should become involved.

The district director confirms or rejects the mediator's initial decision. If the case is determined invalid and not within FMCS' jurisdiction, the case is "screened out" or closed and filed. If the case is determined both valid and within FMCS' jurisdiction, the case is returned to the mediator. The mediator, upon receipt of the case, contacts the parties before the contract expires.

After mediation begins, the mediator is responsible for submitting "status reports" to the appropriate district director (1) each time a significant development occurs and (2) immediately following each conference or meeting.

When settlement is reached by the parties, the mediator submits a final report describing the outcomes of the collective bargaining to headquarters.

Before the reorganization, all case control functions were performed in the field. Notifications arrived in the regional offices and jurisdictions were determined out of those offices.

Travel voucher procedures

Currently, headquarters receives, audits, and approves all travel vouchers submitted by mediator staff. The mediator submits his or her travel voucher by the 10th of the month. The travel voucher is sent to headquarters through the district director.

Once the voucher reaches headquarters, it is reviewed and audited before payment, which is generally made on the 20th of the month following that in which the voucher was submitted. For example, a mediator who submits a travel voucher for payment on March 10, 1982, would receive payment on April 20, 1982.

Before FMCS' reorganization, travel vouchers were reviewed and audited in the regions. Mediators submitted travel vouchers for payment on the 10th of the month and received payment on the 20th of the same month.

STAFF CHANGES

As of October 1, 1981, before the reorganization, FMCS headquarters consisted of 37 professional and 58 support personnel. On January 12, 1982, there were 37 and 57, respectively. However, two professional and seven regional support slots were transferred to headquarters as the responsibility for some functions (case control and vouchers) became centralized. Thus, a total of two professional and eight support positions were eliminated from headquarters. Several vacant positions at headquarters were also abolished.

The regional office structure before the reorganization consisted of 8 regional offices and 80 duty stations with a total of 279 professional and 88 support personnel. After the reorganization there were 4 regional offices, 14 district offices, and 79 duty stations with 262 professional and 8 support personnel. Seventeen professional and 80 support positions were eliminated from the regional offices and duty stations.

The Houston duty station will be reduced from five to three mediators during June 1982. At that time, one person will be relocated to the San Antonio, Texas, duty station to cover about the same geographic area of responsibility as he had in Houston. The other person will be transferred to the Springfield, Missouri, duty station. The Houston duty station also lost its one support position.

Exhibit B shows the current organizational structure for the Southern region which includes Houston.

OFFICE SPACE AND EQUIPMENT

As part of the total effort to reduce agency costs in response to budgetary constraints, the reorganization also included reductions in office space 1/ and equipment. There were nationwide estimated annual savings 2/ of \$1,667,006 for rental space, \$50,000 for office equipment, and \$83,000 for communications from a new telephone system being established. The latest estimates we received on March 11, 1982, for the above three categories were \$1,782,000, \$48,000, and \$73,000, respectively.

1/A general policy was implemented that conference space for all duty stations of three mediators or less would be abolished and all mediators would consolidate their office space.

2/The estimated annual savings equal the estimated cost of doing business after the reorganization minus the costs of doing business before the reorganization.

The estimated annual savings for the Houston duty station was \$8,300 for rental space, \$1,100 for office equipment, and \$350 for communications.

CASELOAD STATISTICS

Staffing determinations and performance evaluations for mediators are mainly based on joint meeting cases closed. A "joint meeting case closed" means that a mediator had more than one joint meeting with both management and labor present. The statistics we have obtained from FMCS are therefore presented by joint meeting cases closed. Exhibit C shows the caseload statistics for FMCS by regional office for fiscal year 1981. Exhibit D shows the caseload statistics for FMCS' Southern regional office by duty station for fiscal years 1979, 1980, and 1981. Finally, exhibit E shows the caseload statistics for the Houston duty station by mediator for fiscal years 1979, 1980, and 1981 and the first quarter of 1982. 1/

The caseload statistics we reviewed showed Houston's mediator average caseload to be somewhat higher than most of the 26 duty stations now in the Southern regional office for fiscal years 1979, 1980, and 1981. The average caseload for the region for those fiscal years ranged from 26.9 to 47.7, with Houston's average being 39.3. When we discussed the Houston workload situation with FMCS headquarters officials, they said that, if the caseload warrants another mediator after they assess the reorganization in the future, then one will be added to Houston.

IMPACT OF BUDGET CUTS ON THE AGENCY'S MISSION

Generally, FMCS headquarters officials believed that budget cuts have not adversely affected their mission which is to provide mediation services. These officials recognized that startup problems may have occurred because of the delay in implementing the reorganization, but they said that these problems are now under control. They also believe that, since the reorganization, they are conducting their operations more efficiently with fewer administrative positions. Even though cuts were made in administrative functions and clerical staff, no mediators were eliminated as a result of the reorganization. However, the Director of FMCS said the budget cuts have generally (1) created morale problems and (2) increased the use of outside facilities for mediation purposes, thus decreasing the opportunity for mediators to handle negotiations on their own turf.

1/As of March 16, 1982, nationwide statistics were not finalized for the first quarter of fiscal year 1982. The caseload statistics for Houston were prepared by FMCS headquarters only for this report.

At the regional and district levels, FMCS officials generally said it was too early to determine whether the recent budget cuts have adversely affected the agency's mission. However, the former St. Louis regional office director (now a special assistant to the Southern regional director) told us he believes that the reorganization has adversely impacted FMCS because mediators (1) lose contact with clients since they are not having as many meetings in their facilities because of the lack of conference space, (2) do not have duplicating equipment to copy needed documents, (3) receive case assignments on an untimely basis, and (4) have no support staff to handle administrative duties. He also said the agency is planning to put assignment information, case control, and reporting requirements on a computer system which could take "who knows how long."

At the duty station level, mediators believe the recent budget cuts incurred by FMCS have affected their mission. Their concerns focused on the elimination of conference rooms, copier machines, and clerical staff. The mediators said that about 20 percent of their time is spent performing clerical functions, e.g., answering phones, filing, typing case reports and travel vouchers (which is not required), and maintaining time and attendance reports. Mediators believe the budget cuts have (1) resulted in untimely case assignments; (2) increased FMCS' use of outside facilities for mediation purposes, thus decreasing mediators' opportunity to handle labor negotiations on their own turf; (3) created the possibility of decreasing FMCS' caseload; (4) created the possibility of increasing the occurrence of strikes; and (5) increased the time for processing travel vouchers.

In discussing the duty station concerns with headquarters officials, they said that (1) the case assignment system has been modified and mediators are getting their assignments on time; (2) the collective-bargaining process is cyclical in nature, therefore, there is downtime and mediators are expected to do administrative functions during that time; and (3) they do not believe their caseload will decrease or more strikes will occur since they will provide a mediator from another area to assist a duty station that has too many cases at any time. Their policy is to provide a mediator whenever and wherever necessary.

It should be noted that no examples were provided to us where a mediator could not respond to a case or a strike occurred because of the reorganization.

According to the mediator staff in Houston, Texas, FMCS' new travel voucher procedures have created problems. Mediators said they are relying on their personal funds to pay travel expenses. (As indicated earlier, the new system pays 30 days later than the former one.) The mediators also complained that the new system is not timely. Headquarters officials told us that mediators should not have to use their own funds because they are

allowed an advance of one-twelfth of their annual estimated travel. These officials pointed out that they are currently in the process of filling additional voucher examiner positions and that late payments should not occur in the future.

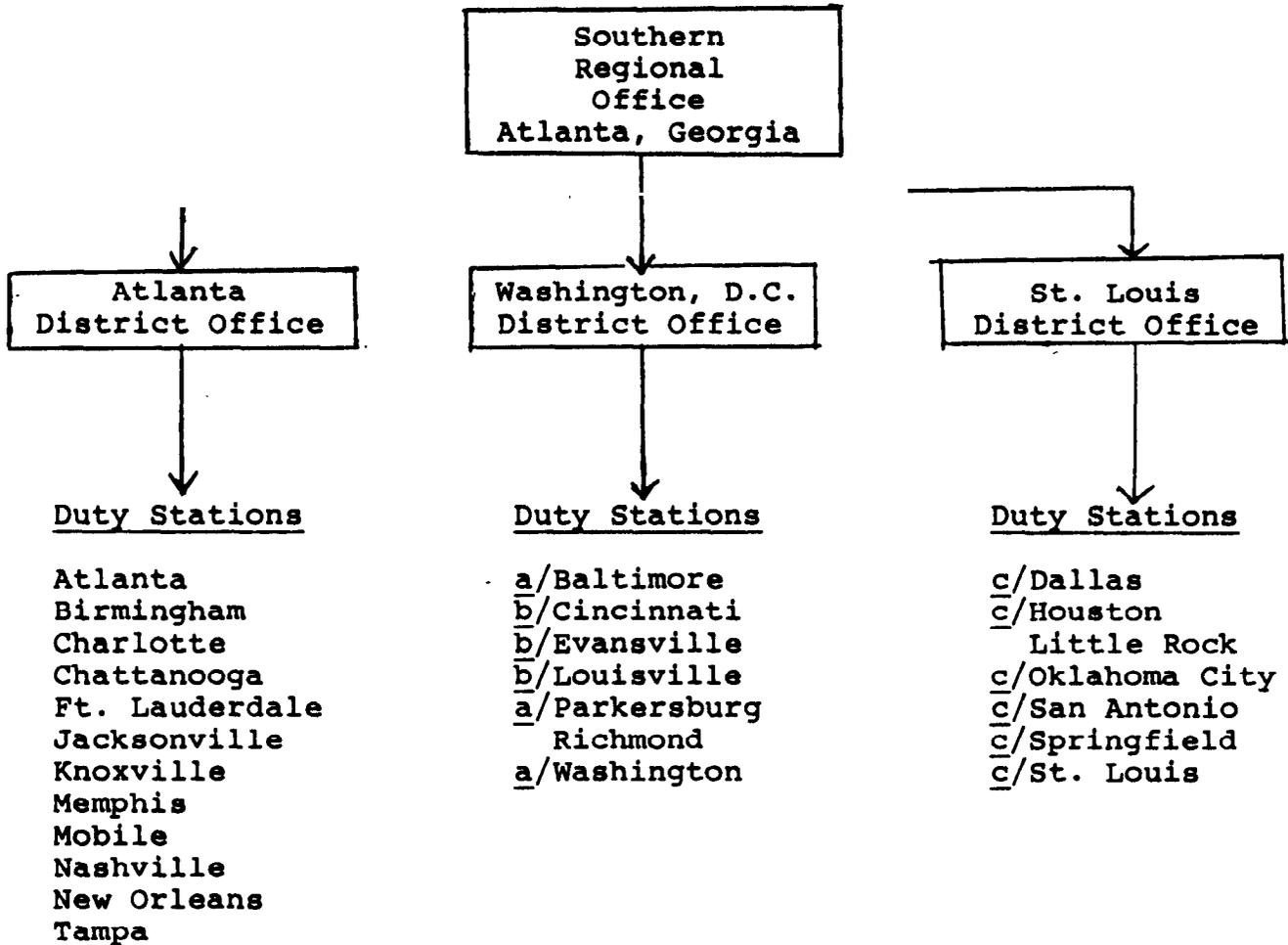
We obtained comments from local labor union and management representatives in the Houston, Texas, area. They generally believed the daily operations and the mission of FMCS will be adversely affected by the budget cuts made in the Houston duty station. They question whether Houston's current caseload can be handled by three mediators. The future outlook, as stated by labor and management, is the possibility of more strikes developing without mediators' involvement.

FMCS APPROPRIATION HISTORY

	<u>Estimates to the Congress</u>	<u>House allowance</u>	<u>Senate allowance</u>	<u>Appropriation</u>
1972	\$10,410,000	\$10,410,000	\$10,410,000	\$10,385,000
1973	10,818,000	10,818,000	10,818,000	10,814,000
1974	12,324,000	11,815,000	12,324,000	11,895,000
1975	16,744,000	16,245,000	16,245,000	16,245,000
1976	18,678,000	18,332,000	18,332,000	18,332,000
Transition quarter	4,950,000	4,576,000	4,626,000	4,626,000
1977	21,177,000	21,177,000	21,177,000	21,177,000
1978	22,465,000	22,465,000	22,465,000	22,465,000
1979	23,214,000	23,214,000	23,214,000	23,214,000
1980	23,920,000	23,820,000	23,820,000	23,820,000
1981	25,919,000	25,919,000	25,919,000	25,919,000
1982	22,066,000	26,075,000	25,575,000	a/24,552,000
1983	20,190,000			

a/Functioning under a Continuing Resolution through March 31, 1982. The Continuing Resolution is based on H.R. 4560, accompanied by Senate Report 97-268, less 4 percent as stipulated under the Further Continuing Resolution for fiscal year 1982, Public Law 97-92.

ORGANIZATIONAL CHART OF
FMCS' SOUTHERN REGIONAL OFFICE
AFTER THE REORGANIZATION



a/Duty station was under the former Philadelphia regional office before the reorganization.

b/Duty station was under the former Cleveland regional office before the reorganization.

c/Duty station was under the former St. Louis regional office before the reorganization.

CASELOAD STATISTICS FOR FMCSBY REGIONAL OFFICE FORFISCAL YEAR 1981 (note a)

<u>Regional office</u>	<u>Statistics for fiscal year 1981</u>
Eastern:	
Joint meeting cases closed	2,369
Average number of mediators on duty	69.3
Average number of joint meeting cases closed per mediator	34
Southern:	
Joint meeting cases closed	2,142
Average number of mediators on duty	65.5
Average number of joint meeting cases closed per mediator	33
Central:	
Joint meeting cases closed	2,355
Average number of mediators on duty	67.8
Average number of joint meeting cases closed per mediator	35
Western:	
Joint meeting cases closed	2,431
Average number of mediators on duty	61.4
Average number of joint meeting cases closed per mediator	40

a/We did not include statistics for fiscal years 1979 and 1980 because those statistics were broken out by the previous regional structure of eight regional offices.

CASELOAD STATISTICS FOR FMCS SOUTHERNREGIONAL OFFICE BY DUTY STATION FORFISCAL YEARS 1979, 1980, AND 1981

<u>FMCS office</u>	<u>Statistics for fiscal year 1979</u>	<u>Statistics for fiscal year 1980</u>	<u>Statistics for fiscal year 1981</u>
Atlanta, Georgia, Duty Station:			
Joint meeting cases closed (note a)	130	141	111
Average number of mediators on duty	4.9	5.5	4.1
Average number of joint meeting cases closed per mediator	27	26	27
Baltimore, Maryland, Duty Station:			
Joint meeting cases closed	99	93	78
Average number of mediators on duty	2.4	2.3	3.0
Average number of joint meeting cases closed per mediator	41	40	26
Birmingham, Alabama, Duty Station:			
Joint meeting cases closed	122	132	122
Average number of mediators on duty	4.0	3.9	4.0
Average number of joint meeting cases closed per mediator	31	34	31
Charlotte, North Carolina, Duty Station:			
Joint meeting cases closed	78	77	63
Average number of mediators on duty	2.4	2.0	2.0
Average number of joint meeting cases closed per mediator	33	39	32
Chattanooga, Tennessee, Duty Station:			
Joint meeting cases closed	39	39	24
Average number of mediators on duty	1.0	1.0	1.0
Average number of joint meeting cases closed per mediator	39	39	24

<u>FMCS office</u>	<u>Statistics for fiscal year 1979</u>	<u>Statistics for fiscal year 1980</u>	<u>Statistics for fiscal year 1981</u>
Cincinnati, Ohio, Duty Station:			
Joint meeting cases closed	145	114	104
Average number of mediators on duty	3.0	3.5	3.5
Average number of joint meeting cases closed per mediator	48	33	30
Dallas, Texas, Duty Station:			
Joint meeting cases closed	124	98	114
Average number of mediators on duty	3.5	3.0	3.0
Average number of joint meeting cases closed per mediator	35	33	38
Evansville, Indiana, Duty Station:			
Joint meeting cases closed	65	65	52
Average number of mediators on duty	1.3	2.0	2.0
Average number of joint meeting cases closed per mediator	50	33	26
Fort Lauderdale, Florida, Duty Station:			
Joint meeting cases closed	83	54	57
Average number of mediators on duty	1.9	2.0	2.0
Average number of joint meeting cases closed per mediator	44	27	29
Houston, Texas, Duty Station:			
Joint meeting cases closed	244	240	166
Average number of mediators on duty	6.0	5.5	5.0
Average number of joint meeting cases closed per mediator	41	44	33
Jacksonville, Florida, Duty Station:			
Joint meeting cases closed	55	46	40
Average number of mediators on duty	2.0	1.1	1.0
Average number of joint meeting cases closed per mediator	28	42	40

<u>FMCS office</u>	<u>Statistics for fiscal year 1979</u>	<u>Statistics for fiscal year 1980</u>	<u>Statistics for fiscal year 1981</u>
Knoxville, Tennessee, Duty Station:			
Joint meeting cases closed	61	49	56
Average number of mediators on duty	2.0	1.9	2.0
Average number of joint meeting cases closed per mediator	31	26	28
Little Rock, Arkansas, Duty Station:			
Joint meeting cases closed	88	96	95
Average number of mediators on duty	2.3	3.0	3.0
Average number of joint meeting cases closed per mediator	38	32	32
Louisville, Kentucky, Duty Station:			
Joint meeting cases closed	136	127	112
Average number of mediators on duty	4.0	3.2	3.0
Average number of joint meeting cases closed per mediator	34	40	37
Memphis, Tennessee, Duty Station:			
Joint meeting cases closed	78	82	74
Average number of mediators on duty	2.0	1.9	1.5
Average number of joint meeting cases closed per mediator	39	43	49
Mobile, Alabama, Duty Station:			
Joint meeting cases closed	65	59	36
Average number of mediators on duty	2.0	1.9	1.0
Average number of joint meeting cases closed per mediator	33	31	36
Nashville, Tennessee, Duty Station:			
Joint meeting cases closed	51	62	51
Average number of mediators on duty	1.7	1.0	1.0
Average number of joint meeting cases closed per mediator	30	62	51

<u>FMCS office</u>	<u>Statistics for fiscal year 1979</u>	<u>Statistics for fiscal year 1980</u>	<u>Statistics for fiscal year 1981</u>
New Orleans, Louisiana,			
Duty Station:			
Joint meeting cases closed	98	65	45
Average number of mediators on duty	2.7	2.0	1.9
Average number of joint meeting cases closed per mediator	36	33	24
Oklahoma City, Oklahoma,			
Duty Station:			
Joint meeting cases closed	66	65	60
Average number of mediators on duty	2.0	2.0	2.0
Average number of joint meeting cases closed per mediator	33	33	30
Parkersburg, West Virginia,			
Duty Station:			
Joint meeting cases closed	74	71	64
Average number of mediators on duty	2.0	1.8	2.0
Average number of joint meeting cases closed per mediator	37	39	32
Richmond, Virginia, Duty Station:			
Joint meeting cases closed	57	83	73
Average number of mediators on duty	2.0	2.0	2.0
Average number of joint meeting cases closed per mediator	29	42	37
San Antonio, Texas, Duty Station:			
Joint meeting cases closed		40	24
Average number of mediators on duty	(b)	1.0	1.0
Average number of joint meeting cases closed per mediator		40	24

<u>FMCS office</u>	<u>Statistics for fiscal year 1979</u>	<u>Statistics for fiscal year 1980</u>	<u>Statistics for fiscal year 1981</u>
Springfield, Missouri, Duty Station:			
Joint meeting cases closed	86	86	77
Average number of mediators on duty	1.9	2.0	2.0
Average number of joint meeting cases closed per mediator	45	43	39
St. Louis, Missouri, Duty Station			
Joint meeting cases closed	320	289	250
Average number of mediators on duty	9.2	7.5	6.4
Average number of joint meeting cases closed per mediator	35	39	39
Tampa Bay, Florida, Duty Station:			
Joint meeting cases closed	82	89	45
Average number of mediators on duty	2.0	2.0	1.0
Average number of joint meeting cases closed per mediator	41	45	45
Washington, D.C., Duty Station:			
Joint meeting cases closed	136	151	152
Average number of mediators on duty	5.0	5.0	5.0
Average number of joint meeting cases closed per mediator	27	30	30

a/A joint meeting case closed means that a mediator had more than one joint meeting with both management and labor present. An FMCS headquarters official told us that the mediator joint meeting cases closed statistics may sometimes be inflated. This happens when a mediator is assigned the case and receives assistance from another mediator during the assignment. Once the case is closed both mediators count it as a joint meeting case closed.

b/This duty station was opened in fiscal year 1980.

JOINT MEETING CASES CLOSED FOR THE
FMCS HOUSTON DUTY STATION BY MEDIATOR
FOR FISCAL YEARS 1979, 1980, AND 1981
AND THE FIRST QUARTER OF 1982 (note a)

<u>Mediator</u>	<u>Fiscal</u> <u>year 1979</u>	<u>Fiscal</u> <u>year 1980</u>	<u>Fiscal</u> <u>year 1981</u>	<u>First quarter</u> <u>fiscal year 1982</u> <u>(note b)</u>
A	44	36	28	6
B	37	41	37	4
C	64	42	34	1
D (note c)	51	90	37	14
E (note d)	49	66	45	8
F (note e)	35	(e)		

a/A joint meeting case closed means that a mediator had more than one joint meeting with both management and labor present. An FMCS headquarters official told us that the mediator joint meeting cases closed statistics may sometimes be inflated. This happens when a mediator is assigned the case and receives assistance from another mediator during the assignment. Once the case is closed both mediators count it as a joint meeting case closed.

b/FMCS officials have said that the first quarter of the fiscal year is the slowest in receiving cases.

c/The mediator will be transferred to the Springfield, Missouri, duty station during June 1982.

d/The mediator will be transferred to the San Antonio, Texas, duty station during June 1982.

e/The mediator transferred to the San Antonio, Texas, duty station during fiscal year 1980.