

**FMCS**

**Federal Mediation & Conciliation Service**



# 2014 Annual Report





## **Report for Fiscal Year 2014**

### **A Message from the Acting Director**

As the nation's economy has gradually emerged from the shadow of the Great Recession, cooperative and collaborative labor-management relationships among U.S. employers and unions again have proved their value. With the economy firmly in recovery mode during FY 2014, we saw highly successful examples of labor and management working together and laying the groundwork for future growth, improved productivity and enhanced job security. At the Federal Mediation and Conciliation Service (FMCS), we are proud to have played a role in many of these labor relations success stories and the vital boosts they gave to the economies of local communities, states and regions of the country.

This ongoing economic recovery is showing us once again that good labor relations is the necessary spark for igniting a revival at flagging companies or entire industrial sectors. In FY 2014, the FMCS continued and intensified our work among private, public and federal sector labor-management parties to help build or, in some instances, re-build relationships and union-employer partnerships. The results in many cases have been gratifying. When problems are addressed jointly, when communication becomes a dialogue, and when trust and respect replace contentiousness and hostility, the affected enterprise grows stronger and inevitable disagreements are managed, thus avoiding disruptive conflicts. Labor disputes are shortened or averted and both sides benefit through the innovation and creativity that often spring from joint problem solving. At the FMCS we have known these "best practices" for labor relations to be a proven formula for success. Our success stories of the past fiscal year have yet again shown the value of FMCS services to the nation's economy.

The FMCS also played an increasingly important role in helping sister federal agencies with a wide variety of professional services, such as mediating workplace and employment disputes, mediating disputes involving administrative programs, consultation and evaluation in designing and building capacity for effective conflict management systems, convening and facilitation services associated with negotiated rulemaking, facilitation services for public policy discussions occurring under the Federal Advisory Committee Act, and developing tools for interagency and public-private cooperation and collaboration.

In FY 2014, the FMCS inaugurated a new program to better inform the public of FMCS collective bargaining mediation and training services, as well as the full range of alternative dispute resolution services and training available to sister agencies. In this new and innovative program, titled "Conflict Resolution Week," the FMCS partnered with conflict

resolution experts from the National Council on Labor Management Relations, the U.S. Office of Personnel Management, the Office of Management and Budget, the Federal Labor Relations Authority, the Udall Foundation/U.S. Environmental Conflict Resolution and experts from the University of Illinois at Champaign-Urbana. Through 40 different live and web-based training seminars, FMCS was able to reach thousands of participants at no cost to them and with minimal cost to FMCS and the providers. As the first of its kind for the FMCS, this high-tech showcase demonstrated the cost-saving benefits of innovative, web-based communications and training technologies for the Agency.

The program's success led to numerous requests for in-person and web-based training, including programs in early dispute resolution and other skills for the Federal Labor Relations Authority, the Occupational Safety and Health Administration, and the National Park Service. Similar programs are underway at the U.S. Environmental Protection Agency and the Social Security Administration. The Conflict Resolution Week concept will be replicated in FY 2015.

### **Improving Private and Public Sector Bargaining Relationships**

In the private, public and federal sectors, the FMCS's relationship-building programs are designed to improve labor-management relationships by helping unions and employers develop collaborative, problem-solving approaches and manage their inherent conflict. Developed through decades of dispute resolution experience, the FMCS labor relations model encourages a cooperative process instituted well in advance of formal collective bargaining. This early engagement initiative, started by the FMCS in 2010 and endorsed by employers and unions, highlights the need for an ongoing, joint, problem-solving approach to manage the complex problems confronting employer and unions. It is based upon the concept that difficult issues can be better addressed if the parties have a relationship and a process for decision-making based on trust, transparency, and a commitment to joint problem solving that commences well in advance of contract expiration.

These messages were highlighted to labor-management professionals throughout the country in a major FMCS national outreach early in FY 2014. Along with the departments of Labor and Commerce, FMCS co-hosted a White House Summit on Labor-Management Partnerships. Before a White House audience of labor and management leaders and news media, representatives of outstanding labor-management partnerships discussed their experiences and "lessons learned." Representatives from some of America's greatest companies, public sector institutions and labor organizations—the Ford Motor Company, International Paper, the Federal Aviation Administration, Montgomery County Maryland public schools, the Walt Disney Company, ABC, Inc. and the Montefiore Health System—joined in highlighting the value of good collective bargaining relationships to their resurgence and overall success.

In FY 2014, the FMCS also continued its important work in support of effective labor-management forums for federal government agencies across the country, as mandated by Executive Order 13522, issued in 2009, to "promote satisfactory labor relations and improve the productivity and effectiveness of the Federal Government." FMCS mediators provided essential

training for labor and management participants. FMCS mediators also facilitated labor-management forums throughout the country.

The value of such efforts was demonstrated through a landmark agreement reached between the U.S. Bureau of Prisons (BOP) and Council of Prison Locals (CPL). After training from the FMCS, the Bureau of Prisons and Council of Prison Locals signed their first master labor-management contract in 16 years. Upon announcing the new agreement at a joint press conference, both sides acknowledged that a breakdown in their communications and ongoing mistrust between the parties had obstructed the efficient functioning of the agency. The parties credited the FMCS relationship-by-objective (RBO) training as a key element in improving their relationship at a national level and ultimately providing the foundation for their reaching a national agreement. The RBO training conducted for BOP marked the launch of an ongoing program conducted by FMCS mediators for the agency and its local unions nationwide.

The FMCS also helps build positive labor-management relationships through non-traditional approaches to training and outreach. At the request of the parties, the FMCS continued its partnership in FY 2014 with the U.S. Department of Education along with the American Federation of Teachers; the National Education Association; the Council of the Great City Schools; the Council of Chief State School Officers; the National School Boards Association and the American Association of School Administrators. This partnership program worked to advance student achievement through labor-management collaboration in K-12 public education. In continuation of the partnership effort, FMCS leaders attended the Department of Education's National Labor-Management Conference held in St. Louis, MO. The conference participants expressed strong support for the FMCS model of labor-management collaboration as an essential element in achieving important labor-management reform in U.S. public schools.

### **Effectively Managing Bargaining Challenges**

Even the best labor-management relationships can be challenged when negotiations involve the kinds of multiple and complex issues currently facing most bargaining partners. Thus, the work of the FMCS and its importance to the overall U.S. economy was powerfully demonstrated throughout FY 2014 by a number of high profile disputes. In these cases, and many others, FMCS mediation services played a critical role in collective bargaining agreements ultimately being achieved.

- **Bay Area Rapid Transit (BART) and the Amalgamated Transit Union (ATU) Local 1555 and Service Employees International Union (SEIU) Local 1021—** FMCS mediation was a key to resolving issues and bringing an end to a four-day strike that shut down the Bay Area Rapid Transit system, disrupting the daily commute of some 400,000 Bay Area riders in October, 2013. Disagreement over work rules sparked the work stoppage that shut down this important public transportation system and led to a joint request from the parties for FMCS assistance. Prior to the lengthy bargaining sessions that produced an agreement, senior FMCS mediators led a number of marathon negotiations, including one all-night meeting, that kept the system

operating for commuters. The nightly drama of the negotiation and midnight strike deadlines kept tens of thousands of Bay Area commuters in suspense regarding their morning mode of transportation, and the quick resolution of the dispute produced a collective sigh of relief. The resulting tentative agreement eventually was ratified by union members after additional disputes over technical issues related to the signing of the contract were resolved—again with FMCS help.

- **Southern California Supermarkets and the United Food and Commercial Workers (UFCW)**—In early 2014, a group of Southern California's three largest supermarket chains and several UFCW locals jointly requested FMCS assistance to resolve a longstanding negotiation dispute. The dispute involved Ralph's (Kroger), Albertsons, and Vons (Safeway) supermarkets and UFCW locals representing more than 60,000 workers in Southern California. A senior FMCS mediation team was brought in, and the parties continued to negotiate, prompting a final, seven-day push of bargaining meetings that brought successful resolution to several months of intense negotiations. With FMCS assistance, the parties ratified a new, two-year contract, avoiding a repeat of the crippling 141-day strike of 2003, which cost the grocery industry and local economy in that region an estimated \$2 billion. The parties publicly acknowledged the expertise and assistance of the FMCS, crediting it with helping negotiators for both sides address complex benefits issues that had previously divided them.
- **The Professional Referee Organization (PRO) and the Professional Soccer Referees Association (PSRA)**—Prior to the start of the 2014 Major League Soccer (MLS) season, the Professional Referee Organization and the Professional Soccer Referees Association representing MLS game officials experienced a major dispute as they bargained for a historic first labor contract. After months of failed contract negotiations, tensions mounted, each side filed unfair labor practice complaints, and a lockout of the referees was instituted with the accompanying use of replacement officials at the start of the regular season. The FMCS remained in contact with the parties as their negotiations continued without resolution, concerned about the economic impact on the related industries dependent on MLS games in 18 U.S. cities (Los Angeles has two teams) and three Canadian communities that support MLS clubs. Given the FMCS's record of success in assisting unions and employers with past lockouts in professional sports, the parties jointly requested the services of experienced FMCS mediators to assist with the stalled negotiations. The FMCS entered the negotiations on March 12, after which the two sides engaged in lengthy mediation sessions that ultimately resulted in a ratified five-year agreement. In a statement announcing the agreement, the PSRA lead negotiator lauded the historic first collective bargaining agreement and cited the benefit of FMCS assistance at the bargaining table. By the start of the second week of the MLS season established referees returned to officiating, and the critical role of FMCS in resolving high-profile, national labor disputes was demonstrated once again.



- **Appalachian Regional Healthcare and Southern United Nurses/National Nurses United**—Appalachian Regional Healthcare (ARH) and its two unions, representing approximately 700 registered nurses working in Kentucky and West Virginia, engaged in several weeks of negotiations without reaching agreement on a number of contentious issues, including health care premiums, salaries, and mandatory overtime. Southern United Nurses (SUN) and National Nurses United (NNU) planned a one-day strike at the Hazard, KY, ARH Regional Medical Center and Beckley, WV, ARH Hospital, which was especially concerning given that the strike would create a potential lapse in patient care and safety at the medical centers. The parties jointly requested to continue the negotiations under the auspices of FMCS, and a top-level mediator assisted the parties in reaching a tentative agreement just prior to the midnight expiration of the existing contract. The federal mediator was essential in helping the parties navigate through a number of complicated issues, averting the potential work stoppage and enabling nurses to return to work the next day to provide much-needed care for hospital patients.
- **Army Fleet Support (AFS) and International Association of Machinists and Aerospace Workers Local 2003**—With assistance from a federal mediator, L-3 Army Fleet Support (AFS) and members of the International Association of Machinists and Aerospace Workers Local 2003, were able to reach a new collective bargaining agreement, ending a one-week strike that affected some 3,000 workers at Fort Rucker. The work stoppage at the base had disrupted maintenance and logistics support provided by AFS to the U.S. Army Aviation Center of Excellence at Ft. Rucker and the U.S. Air Force. When lengthy contract negotiations between the parties had stalled, IAM members began the strike that severely limited flight training at the base. After both parties requested FMCS help, the resulting five-year labor contract restored the base to normal operations.
- **The International Longshore and Warehouse Union (ILWU) and the Pacific Northwest grain companies**—After engaging in difficult and contentious bargaining for over two years, including mediation sessions held under the auspices of the FMCS, a senior FMCS mediator was able to help the parties reach a tentative agreement that was subsequently ratified by the ILWU membership. The dispute gained national attention as a result of hostile actions on both sides and the likelihood that a prolonged work stoppage could disrupt economically important grain export shipments through the affected Pacific Northwest terminals. Ratification by union members cleared the way for a return to normal operations and a resumption of economically vital grain exports at the terminals.
- **Metropolitan Opera (Met) and the American Federation of Musicians (AFM) Local 802 and the American Guild of Musical Artists (AGMA)**—One of the world's premier cultural institutions, the Metropolitan Opera, and its two largest unions turned to the FMCS for mediation as a deadline neared for contract negotiations and the possibility of a lockout that could have disrupted the Met's artistic season. In response,

senior FMCS mediators led all-night negotiations that resulted in a highly-lauded tentative agreement, averting a possible work stoppage, and bringing the parties together in a cost-saving program that featured sacrifices by both labor and management. In the words of *The New York Times*, "The tentative deal pulled the house back from the precipice of a lockout that could have been damaging to all sides: It would have shuttered the Met, the largest performing arts company in the nation; left its artists and artisans without pay; endangered the coming season; and kept audiences away at a moment when the company has already been struggling at the box office." The FMCS praised the parties for their commitment to the collective bargaining process.

In the end, experience teaches that good faith collective bargaining unquestionably is the best mechanism for resolving labor-management disputes and for providing the framework for working together to achieve productivity, innovation and competitiveness – the necessary ingredients for success in our global economy.

### **FMCS Workplace Leadership**

The FMCS ended FY 2014 on a very positive note with a second place rating among small and independent Federal agencies in the annual rankings of best places to work in the Federal government. As a basis for the ratings, the Federal Employee Viewpoint Survey has consistently recognized the FMCS as one of the best places to work in the federal government. The FMCS also was designated as one of the “most innovative” federal agencies, rating highly among 371 federal agencies and subcomponents for fostering innovation and motivating employees to develop new ideas on the job. Despite these accolades, the FMCS continues to mine the results of employee surveys to identify areas for improvement. Analysis of previous years’ survey results has prompted ongoing initiatives related to improving employee performance evaluation systems and encouraging appropriate utilization of telework.

### **Conclusion**

Although FY 2014 was not without its challenges for the FMCS, the Agency demonstrated once again the qualities of innovation, expertise and dedication in performance of its mission that have justly earned its outstanding reputation among its stakeholders. It is fair to say that the challenges that FMCS has overcome in the past year and in the previous decades of our history have better prepared us for the challenges to come. With the onset of a new fiscal year, we have sharpened

our focus and strengthened our organization with new training and new administrative policies and procedures. At the FMCS, we are ever mindful of the working families, businesses, communities and sister agencies that we serve.

Sincerely,



Allison Beck  
Acting Director



Scot L. Beckenbaugh  
Deputy Director



## **FY 2014 Agency Services**

### **Agency Mission**

The Federal Mediation and Conciliation Service (FMCS) is an independent agency of the federal government established by Congress in 1947 to help employers and unions avoid costly work stoppages and minimize their potentially devastating effects on regional or national commerce. The FMCS, headquartered in Washington, D.C., has mediators located in over 60 field offices and ten regional offices across the country and is best known for its history of successful and innovative advances in labor-management collaboration, joint problem-solving and the resolution of major collective bargaining disputes. In 1996, Congress recognized this record for pioneering dispute resolution techniques and highly skilled professional mediators and called upon the FMCS to help other federal, state and local agencies minimize costly litigation by resolving disputes arising under their jurisdictions. Thus, while its core activity remains the prevention or resolution of labor-management disputes, FMCS also provides its sister agencies with a wide variety of alternative dispute resolution services.

### **A. Collective Bargaining Mediation**

Through collective bargaining mediation, FMCS helps avert or minimize the cost of work stoppages to the U.S. economy. The FMCS's core work is to mediate collective bargaining negotiations for initial contract negotiations—which take place between an employer and a newly certified or recognized union representing its employees—and for negotiations for successor collective bargaining agreements. FMCS provides mediation services to the private sector, and also to the public sector, including federal agencies, and state and local governments.

During mediation, the mediator's task is to identify alternative solutions and compromises, encourage settlement where appropriate, control the critical timing of offers, and persuade the parties to honestly discuss their differences. In FY 2014, FMCS mediators were actively involved in more than 4,100 collective bargaining contract negotiations in every major industry throughout the United States.

### **B. Grievance Mediation**

Grievance mediation involves the use of a neutral party to mediate disputes that may arise over the terms and conditions of a collective bargaining agreement. FMCS mediators provide this service to the private and public sectors with the goal of preventing unresolved contract interpretation issues from spilling over into future contract negotiations. Lengthening contract terms increase the importance of resolving contentious issues arising during the term of a contract. In FY 2014, FMCS mediated nearly 1,800 grievance mediation cases and helped the parties reach agreement in 1,349 of these (77 percent).

### **C. Relationship-Development and Training**

Preventing conflict that may arise during the term of a collective bargaining agreement is another important goal of the FMCS. The FMCS's relationship-building training programs are designed to improve labor-management relationships by helping labor and management to develop collaborative problem-solving approaches. Use of these programs better enables the parties to jointly respond to rapidly changing business and economic conditions during the term of the contract and also make future mediation efforts more effective.

In FY 2014, FMCS mediators conducted more than 1,800 training programs with the parties of collective bargaining.

### **D. ADR Services**

Outside the collective bargaining arena, FMCS provides dispute resolution services to other federal, state, and local government agencies on a cost-reimbursable basis. The Administrative Dispute Resolution and Negotiated Rulemaking Acts recognized FMCS's conflict resolution expertise and called on FMCS to help expand the use of alternative dispute resolution throughout government to reduce litigation costs and to promote better government decision-making. In this context, FMCS provided management and alternative dispute resolution, including negotiations, mediation, convening, facilitation, training, and systems design more than 900 times in FY 2014.

### **E. International Training and Exchange**

Beyond the nation's borders, the FMCS plays an important role in promoting collective bargaining and conflict resolution around the world. The FMCS international work is a small, but integral, part of its services. Emerging market economies often struggle to compete effectively in a globally integrated marketplace. The FMCS helps establish the labor relations institutions that are essential to the smooth functioning of free market economies. These programs are also a knowledge-sharing experience: FMCS mediators gain familiarity with complex issues affecting the global economy and, as a result, are more effective in resolving domestic labor-management disputes with international implications.

The FMCS international training programs are delivered using cost-reimbursable funds, largely through interagency acquisition agreements with other government agencies, such as the Departments of State and Labor and U.S. AID. In FY 2014, FMCS mediators designed and/or delivered mediation training programs in China, Vietnam, Myanmar, Haiti, and Taiwan. Better industrial relations practices were developed through joint labor-management training programs in transitioning democracies, such as Morocco, Honduras, Haiti, and Myanmar. In addition to programs delivered abroad, every year, FMCS mediators host numerous foreign delegations visiting the U.S. and interested in U.S. labor-management relations and conflict resolution practices.

## **F. Arbitration Services**

National labor policy favors arbitration over litigation for settling contractual disputes. The FMCS Office of Arbitration Services maintains a roster of approximately 1,100 independent arbitrators who are qualified to hear and decide disputes over the interpretation or application of collective bargaining agreements. Upon request from the parties, the FMCS furnishes a list of names from which they may choose an arbitrator to hear their case and render a decision.

During FY 2014, the Office of Arbitration Services processed almost 13,300 requests for arbitration panels nationwide. Arbitrators on the FMCS roster heard and decided more than 2,100 labor arbitration cases.

## **G. FMCS Institute for Conflict Management**

The FMCS Institute for Conflict Management (Institute) delivers accessible, practical, and experience-based conflict resolution training for individuals and small groups of employees and managers. The training is specifically designed to meet the challenges of labor-management relations and organizational change. The Institute's training programs provide participants the opportunity to interact with and learn from experienced practitioners who use these skills every day. Federal mediators and private-sector arbitrators comprise the Institute faculty. Courses offered in FY 2014 included Mediation Skills for the Workplace, Labor-Management Negotiation Skills, Evidence and Witness Examination in Arbitration, Arbitration for Federal Advocates, The Art and Science of Inquiry (part of the Essential Neutral Skills series) and Becoming a Labor Arbitrator. The Institute runs as a reimbursable program and is funded by fees received from training participants.



## Mediation Services Program Data

<b>PROGRAM SERVICES</b>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u>
<b>1. COLLECTIVE BARGAINING MEDIATION.....</b>				
Assigned Cases <sup>1</sup>	13,712	13,114	12,938	12,054
-Private Sector	12,460	11,814	11,802	10,856
-Public Sector (state and municipal)	943	943	843	905
-Federal Sector	309	357	293	293
Mediated Cases <sup>2</sup>	4,665	4,528	4,122	4,009
-Private Sector	3,271	3,079	2,826	2,697
-Public Sector (state and municipal)	1,091	1,111	981	1,020
-Federal Sector	303	338	315	292
Closed Cases	13,776	13,652	12,651	12,032
Closed Mediated Cases	3,815	3,764	3,339	3,299
Activity Rate <sup>3</sup>	28%	28%	26%	27%
Settled and Closed Mediated Cases	3,234	3,159	2,807	2,852
Percentage of mediated cases settled through FMCS <sup>4</sup>	85%	84%	84%	86%
Activity rate in significant cases <sup>5</sup>	33%	46%	47%	41%
<b>2. GRIEVANCE MEDIATION.....</b>				
Assigned Cases	1,968	1,837	1,872	1,762
Mediated Cases	1,905	1,784	1,809	1,704
-Private Sector	1,513	1,372	1,398	1,330
-Public Sector (state and municipal)	261	264	267	256
-Federal Sector	131	148	144	118
Settled GM Cases	1,428	1,367	1,383	1,308
Percentage of cases settled through FMCS <sup>6</sup>	75%	77%	76%	77%
<b>3. RELATIONSHIP-DEVELOPMENT AND TRAINING.....</b>				
Number of training programs provided	2,301	2,128	2,027	1,884
-Private Sector	1,267	1,262	1,174	1,111
-Public Sector (state and municipal)	493	463	533	436
-Federal Sector	541	403	320	337
<b>4. EMPLOYMENT MEDIATION.....</b>				
Mediated Cases	1,330	1,110	1,118	910
-Federal Sector	1,297	1,090	1,089	884
-Public Sector (state and municipal)	5	5	1	6
-Private	28	15	28	20
Settled EM Cases	641	537	488	410
Percent of EM cases settled through FMCS <sup>7</sup>	48%	48%	44%	45%
<b>5. OUTREACH.....</b>				
Outreach cases <sup>8</sup>	3,190	3,019	2,911	2,710

<sup>1</sup> Section 8(d) of the NLRA, as amended, 29 U.S.C. §158(d) requires that any employer or labor organization provide notice to FMCS 30 days prior to contract expiration. Not all cases providing notices are assigned. Actual FY 2014 FMCS case intake exceeded 21,000.

<sup>2</sup> Mediated cases (formerly called "active" cases) represent the number of cases in the FY where mediators have become active in the negotiations.

<sup>3</sup> Defined as the number of closed cases where there was at least one meeting divided by the number of total closed assignments.

<sup>4</sup> Defined as the number of active cases settled divided by the total number of active cases.

<sup>5</sup> Significant cases are generally defined as situations where the bargaining unit exceeds 1,000.

<sup>6</sup> Defined as the number of grievance mediation cases settled and closed within the fiscal year divided by the number of closed GM assignments.

<sup>7</sup> Defined as the number of mediated employment cases settled divided by the number of mediated cases closed

## Work Stoppage Information

	2009	2010	2011	2012	2013	2014
Work stoppages carried from preceding FY	29	13	18	24	21	16
Work stoppages beginning within FY	103	159	155	161	154	105
Work stoppages closed within FY	119	154	149	164	159	108
Work stoppages open at end of FY	13	18	24	21	16	13
Average duration of work stoppages in closed cases (number of days)	104.2	44.9	45.3	49.0	44.3	73.0
Estimated number of worker-hours lost due to work stoppages (1,000s)	19,609	8,877	11,222	11,038	15,317	5,269

Work Stoppage Cost Information			
	Direct Costs	Indirect Costs	Total Costs
Year	(\$1,000s)	(\$1,000s)	(\$1,000s)
2002	363,522	461,289	824,811
2003	372,678	329,595	702,273
2004	1,102,475	267,260	1,369,735
2005	488,075	450,737	938,812
2006	725,180	686,468	1,411,648
2007	801,314	931,108	1,732,422
2008	533,971	567,397	1,101,368
2009	623,264	736,032	1,359,296
2010	250,162	238,538	488,700
2011	389,041	314,144	703,185
2012	380,080	343,279	723,359
2013	564,716	391,938	956,654
2014	203,153	190,052	393,205
Savings to Parties Attributable to Mediation			
	Reduced Incidence	Reduced Duration	Total Savings
Year	(\$1,000s)	(\$1,000s)	(\$1,000s)
2002	840,936	272,595	1,113,531
2003	717,239	224,287	941,525
2004	2,259,575	173,177	2,432,752
2005	1,269,679	798,666	2,068,345
2006	1,320,946	374,872	1,695,818
2007	888,376	383,386	1,271,762
2008	1,155,903	(501,807)	654,096
2009	2,613,336	1,142,193	3,755,529
2010	1,389,809	(39,122)	1,350,687
2011	301,044	763,335	1,064,379
2012	283,421	601,157	884,578
2013	378,358	(298,717)	79,641
2014	607,519	62,518	670,037

<sup>8</sup> FMCS requires all mediators to engage in outreach efforts. These kinds of activities include non-bargaining meetings with labor and management representatives, attendance at conferences, meetings with local and state officials to offer FMCS services, and presentations designed to increase public knowledge.

## Arbitration Services Program Data

<b>Activity</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Panels Issued <sup>9</sup>	16,692	16,486	14,367	13,538	13,361	13,179
Arbitrators Appointed	6,496	6,870	6,608	6,129	6,020	5,836
<b>Activity Charged For</b>						
Travel Days	.57	.48	.44	.92	.63	.59
Hearing Days	1.10	1.14	1.10	1.13	1.05	1.17
Study Days	2.40	2.37	2.37	2.37	2.39	2.21
<b>Total</b>	<b>4.07</b>	<b>3.99</b>	<b>3.91</b>	<b>4.42</b>	<b>4.07</b>	<b>3.97</b>
<b>Average Charges</b>						
Per Diem Rate	\$962	\$981	\$984	\$1,006	\$1,024	\$1,045
Amount of Fee	\$4,049	\$4,039	\$4,045	\$4,576	\$4,517	\$4,488
Amount of Expenses	\$421	\$380	\$384	\$389	\$395	\$405
<b>Total Charged</b>	<b>\$4,470</b>	<b>\$4,419</b>	<b>\$4,429</b>	<b>\$4,965</b>	<b>\$4,912</b>	<b>\$4,893</b>

<sup>9</sup> Frequently, the labor-management parties request more than one panel for arbitration cases, resulting in an increase in the number of panels issued over the number of requests received.