

National Labor Relations Board  
Fiscal Years 1980 – 2020

PRODUCTIVITY COST ANALYSIS

Fiscal Year Appropriations, FTEs, Case Intake,  
Published Decisions, and Union Membership

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## Overview

Beginning in fiscal year 2004, the National Labor Relations Board (NLRB) began publishing an annual Performance and Accountability Report (PAR) reporting its audited financial statements, performance against major objectives, and addressing goals, metrics and performance, as required by the 1993 Government Performance and Results Act.

The NLRB's goal is to resolve incoming matters promptly and reduce the number of cases pending for resolution. The PAR focuses on identifying time targets for performance goals, e.g., time between case filing and conduct of elections and time between case filing and resolution of unfair labor practice matters including case settlement rates.

But these are not the only metrics of interest to legislators tasked with overseeing the NLRB. Missing from the annual PAR is a publicly reported accounting of cases pending and awaiting decision by the NLRB members. Also absent is an annual accounting of cost in fiscal year appropriation dollars of various measures of NLRB productivity, e.g., case intake, decisions issued, and full time equivalent staff. This additional data is essential to meaningful Congressional oversight. The following analysis considers publicly reported data to evaluate NLRB operations and highlight some of these under-analyzed metrics. Notable findings for the fiscal years 1980 - 2020 include:

- Fiscal year total NLRB case intake down 69%
- Fiscal year NLRB published decisions down 82%
- Fiscal year NLRB appropriations in 2020 dollars per fiscal year NLRB case intake up 253%
- Fiscal year NLRB appropriations in 2020 dollars per fiscal year full time equivalent personnel per fiscal year NLRB case intake up 362%
- Fiscal year NLRB appropriations in 2020 dollars per fiscal year full time equivalent personnel per fiscal year NLRB published decisions up 492%

The policy implications of these findings are considerable. With case intake continuously declining, the NLRB's expenses must be evaluated to determine how best to control costs through office closures and consolidations and personnel reduction.

- Critical review is required of time worked on case processing, the rationale for and time spent on so-called "outreach" activities including external and internal events unrelated to case processing, efficiency and accountability of work from home, and related expenses.
- Hours worked on pending cases by all staff including political appointees compared to all paid hours must be reviewed.
- Time spent on activities other than case processing should be identified and justified.
- Alternatives to political appointees' and senior executives' travel and time spent on activities other than case processing should be evaluated with alternatives including video-conferencing utilized to reduce such non-core mission events.
- Cases pending should be disclosed indicating accrued time delay.
- The return on investment of technology must be evaluated to enable meaningful office and staff consolidation/reduction.

Finally, a review should be conducted of the NLRB's case allocation process. For Fiscal Year 2020, the NLRB issued 236 published decisions of which 14 were decided by a four-member NLRB, 216 were decided by three-member panels, and 6 were decided by two-member panels. NLRB member participation on the total 236 reported decisions ranged from 22.5% to 97.5%. For the 216 reported three-member panel decisions, case allocation among the four three-member panels ranged from 2.5% to 75.0%.

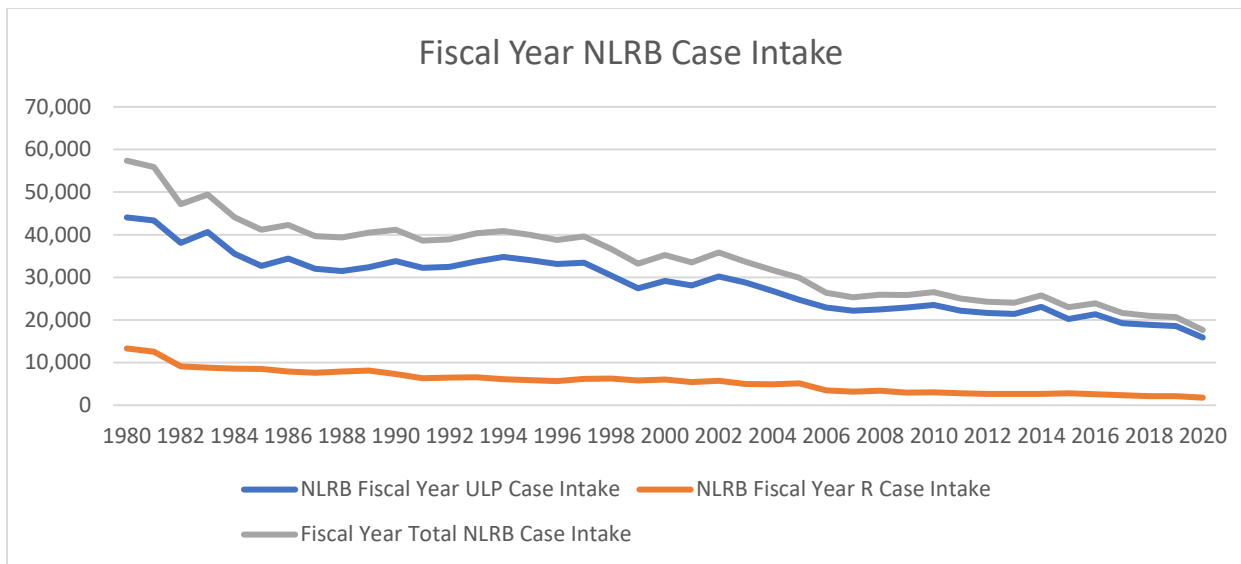
The following analysis considers publicly reported data to evaluate Board operations from a fiscal year appropriation perspective:

Fiscal Year	Fiscal Year Actual Dollars NLRB Appropriation	Fiscal Year	Fiscal Year NLRB Appropriation in 2020 Dollars	Fiscal Year	NLRB Full Time Equivalent Personnel	Fiscal Year	NLRB Fiscal Year ULP Case Intake	NLRB Fiscal Year R Case Intake	Fiscal Year Total NLRB Case Intake
1980	\$112,261,000	1980	\$352,499,540	1980		1980	44,063	13,318	57,381
1981	\$118,488,000	1981	\$337,690,800	1981		1981	43,321	12,576	55,897
1982	\$117,600,000	1982	\$315,168,000	1982		1982	38,097	9,113	47,210
1983	\$126,045,000	1983	\$327,717,000	1983		1983	40,634	8,802	49,436
1984	\$133,594,000	1984	\$332,649,060	1984		1984	35,529	8,589	44,118
1985	\$137,964,000	1985	\$332,493,240	1985		1985	32,685	8,490	41,175
1986	\$129,055,000	1986	\$282,630,450	1986		1986	34,435	7,887	42,322
1987	\$132,247,000	1987	\$312,102,920	1987		1987	32,043	7,596	39,639
1988	\$133,097,000	1988	\$291,482,430	1988	2,302	1988	31,453	7,898	39,351
1989	\$136,083,000	1989	\$284,413,470	1989	2,300	1989	32,401	8,093	40,494
1990	\$140,111,000	1990	\$277,419,780	1990	2,245	1990	33,833	7,325	41,158
1991	\$147,461,000	1991	\$280,175,900	1991	2,138	1991	32,271	6,356	38,627
1992	\$162,000,000	1992	\$298,080,000	1992	2,123	1992	32,442	6,501	38,923
1993	\$169,807,000	1993	\$303,954,530	1993	2,085	1993	33,744	6,578	40,322
1994	\$171,274,000	1994	\$299,729,500	1994	2,063	1994	34,782	6,079	40,861
1995	\$175,721,000	1995	\$298,725,700	1995	2,025	1995	34,040	5,895	39,935
1996	\$170,266,000	1996	\$280,938,900	1996	1,925	1996	33,107	5,668	38,775
1997	\$174,661,000	1997	\$281,204,210	1997	1,930	1997	33,439	6,179	39,618
1998	\$178,661,000	1998	\$284,070,990	1998	1,880	1998	30,439	6,218	36,657
1999	\$184,230,000	1999	\$285,556,500	1999	1,823	1999	27,450	5,782	33,232
2000	\$205,717,000	2000	\$308,575,500	2000	1,947	2000	29,188	6,061	35,249
2001	\$216,438,000	2001	\$315,999,480	2001	1,993	2001	28,124	5,410	33,534
2002	\$226,450,000	2002	\$326,088,000	2002	1,946	2002	30,177	5,695	35,872
2003	\$237,428,592	2003	\$334,774,315	2003	1,873	2003	28,794	4,944	33,691
2004	\$242,632,969	2004	\$332,407,168	2004	1,888	2004	26,833	4,897	31,730
2005	\$249,860,000	2005	\$332,313,800	2005	1,826	2005	24,736	5,151	29,887
2006	\$249,745,000	2006	\$319,673,600	2006	1,789	2006	22,921	3,473	26,394
2007	\$251,507,470	2007	\$314,384,338	2007	1,729	2007	22,164	3,150	25,314
2008	\$251,761,522	2008	\$302,113,826	2008	1,628	2008	22,501	3,400	25,901
2009	\$262,595,000	2009	\$317,739,950	2009	1,592	2009	22,941	2,912	25,853
2010	\$283,400,000	2010	\$337,246,000	2010	1,632	2010	23,509	3,044	26,553
2011	\$282,833,200	2011	\$325,258,180	2011	1,715	2011	22,189	2,833	25,022
2012	\$278,306,006	2012	\$314,485,787	2012	1,640	2012	21,629	2,646	24,275
2013	\$263,748,933	2013	\$292,761,316	2013	1,597	2013	21,394	2,652	24,046
2014	\$274,224,000	2014	\$298,904,160	2014	1,543	2014	23,092	2,677	25,769
2015	\$274,224,000	2015	\$298,904,160	2015	1,587	2015	20,199	2,822	23,021
2016	\$274,224,000	2016	\$296,161,920	2016	1,600	2016	21,326	2,537	23,863
2017	\$274,224,000	2017	\$290,677,440	2017	1,476	2017	19,280	2,357	21,637
2018	\$274,224,000	2018	\$282,450,720	2018	1,319	2018	18,871	2,090	20,961
2019	\$274,224,000	2019	\$276,966,240	2019	1,286	2019	18,552	2,095	20,647
2020	\$274,224,000	2020	\$274,224,000	2020	1,334	2020	15,869	1,764	17,633

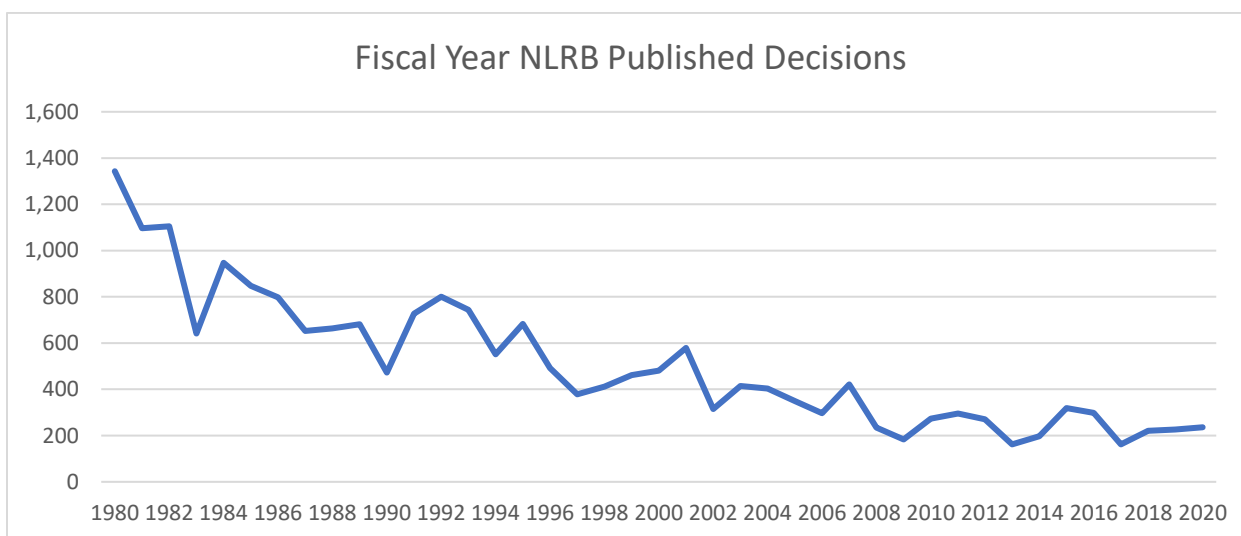
Fiscal Year	Fiscal Year NLRB Appropriation in Actual Dollars per Fiscal Year NLRB Total Case Intake	Fiscal Year NLRB Appropriation in 2020 Dollars per Fiscal Year NLRB Total Case Intake	Fiscal Year	Fiscal Year NLRB Appropriation in Actual Dollars per Fiscal Year FTE per Fiscal Year NLRB Total Case Intake	Fiscal Year NLRB Appropriation in 2020 Dollars per Fiscal Year FTE per Fiscal Year Total Case Intake
1980	\$1,956	\$6,142	1980		
1981	\$2,120	\$6,042	1981		
1982	\$2,491	\$6,676	1982		
1983	\$2,550	\$6,630	1983		
1984	\$3,028	\$7,540	1984		
1985	\$3,351	\$8,076	1985		
1986	\$3,049	\$7,196	1986		
1987	\$3,336	\$7,606	1987		
1988	\$3,382	\$7,407	1988	\$1.47	\$3.22
1989	\$3,361	\$7,024	1989	\$1.46	\$3.05
1990	\$3,404	\$6,740	1990	\$1.52	\$3.01
1991	\$3,818	\$7,254	1991	\$1.79	\$3.40
1992	\$4,162	\$7,658	1992	\$2.06	\$3.79
1993	\$4,211	\$7,538	1993	\$2.02	\$3.62
1994	\$4,192	\$7,336	1994	\$2.03	\$3.55
1995	\$4,400	\$7,480	1995	\$2.17	\$3.57
1996	\$4,391	\$7,247	1996	\$2.28	\$3.76
1997	\$4,409	\$7,098	1997	\$2.28	\$3.67
1998	\$4,874	\$7,750	1998	\$2.59	\$4.12
1999	\$5,544	\$8,593	1999	\$3.04	\$4.71
2000	\$5,836	\$8,754	2000	\$3.00	\$4.50
2001	\$6,454	\$9,423	2001	\$3.24	\$4.73
2002	\$6,313	\$9,091	2002	\$3.24	\$4.67
2003	\$7,047	\$9,936	2003	\$3.76	\$5.30
2004	\$7,647	\$10,476	2004	\$4.05	\$5.55
2005	\$8,360	\$11,119	2005	\$4.58	\$6.09
2006	\$9,462	\$12,111	2006	\$5.29	\$6.77
2007	\$9,936	\$12,420	2007	\$5.75	\$6.88
2008	\$9,720	\$11,664	2008	\$5.97	\$7.16
2009	\$10,157	\$12,290	2009	\$6.38	\$8.65
2010	\$10,673	\$12,701	2010	\$6.54	\$7.78
2011	\$11,303	\$12,998	2011	\$6.59	\$7.58
2012	\$11,465	\$12,955	2012	\$6.99	\$7.90
2013	\$10,969	\$12,176	2013	\$6.87	\$7.63
2014	\$10,642	\$11,600	2014	\$6.90	\$7.60
2015	\$11,912	\$12,984	2015	\$7.50	\$8.18
2016	\$11,492	\$12,411	2016	\$7.18	\$7.75
2017	\$12,674	\$13,434	2017	\$9.64	\$10.22
2018	\$13,083	\$13,475	2018	\$11.02	\$11.35
2019	\$14,781	\$14,929	2019	\$10.33	\$10.43
2020	\$15,552	\$15,552	2020	\$11.66	\$11.66

Fiscal Year	Fiscal Year NLRB Published Decisions	Fiscal Year	Fiscal Year NLRB Appropriation in Actual Dollars per Fiscal Year NLRB Published Decision	Fiscal Year NLRB Appropriation in 2020 Dollars per Fiscal Year NLRB Published Decision	Fiscal Year	Fiscal Year NLRB Appropriation in Actual Dollars per Fiscal Year FTE per Fiscal Year NLRB Published Decision	Fiscal Year NLRB Appropriation in 2020 Dollars per Fiscal Year FTE per Fiscal Year NLRB Published Decision
1980	1,343	1980	\$83,590	\$243,247	1980		
1981	1,097	1981	\$108,011	\$285,149	1981		
1982	1,105	1982	\$106,425	\$264,998	1982		
1983	641	1983	\$196,638	\$473,898	1983		
1984	947	1984	\$141,071	\$325,874	1984		
1985	847	1985	\$162,885	\$363,234	1985		
1986	798	1986	\$161,723	\$354,173	1986		
1987	653	1987	\$202,522	\$427,321	1987		
1988	664	1988	\$200,447	\$406,907	1988	\$87	\$177
1989	682	1989	\$199,535	\$387,098	1989	\$87	\$169
1990	472	1990	\$296,845	\$546,195	1990	\$132	\$243
1991	727	1991	\$202,835	\$356,990	1991	\$95	\$167
1992	801	1992	\$202,247	\$345,842	1992	\$95	\$162
1993	744	1993	\$228,235	\$378,870	1993	\$109	\$181
1994	552	1994	\$310,279	\$502,652	1994	\$150	\$243
1995	683	1995	\$257,278	\$403,926	1995	\$127	\$199
1996	492	1996	\$346,069	\$529,486	1996	\$180	\$275
1997	378	1997	\$462,066	\$693,099	1997	\$239	\$359
1998	411	1998	\$434,698	\$639,006	1998	\$231	\$340
1999	462	1999	\$398,766	\$574,223	1999	\$219	\$315
2000	481	2000	\$427,686	\$594,484	2000	\$220	\$306
2001	579	2001	\$373,813	\$508,386	2001	\$188	\$256
2002	315	2002	\$718,889	\$956,122	2002	\$369	\$491
2003	415	2003	\$572,117	\$743,752	2003	\$305	\$397
2004	403	2004	\$602,067	\$764,625	2004	\$319	\$405
2005	349	2005	\$715,931	\$880,595	2005	\$392	\$482
2006	297	2006	\$840,892	\$1,000,661	2006	\$470	\$559
2007	422	2007	\$595,989	\$691,347	2007	\$345	\$400
2008	234	2008	\$1,075,904	\$1,194,253	2008	\$661	\$734
2009	184	2009	\$1,427,147	\$1,598,405	2009	\$896	\$1,004
2010	273	2010	\$1,038,095	\$1,141,905	2010	\$636	\$700
2011	296	2011	\$955,518	\$1,022,404	2011	\$557	\$596
2012	271	2012	\$1,026,959	\$1,078,307	2012	\$626	\$657
2013	162	2013	\$1,628,080	\$1,676,922	2013	\$1,019	\$1,050
2014	197	2014	\$1,392,000	\$1,405,920	2014	\$865	\$874
2015	319	2015	\$859,636	\$868,232	2015	\$534	\$539
2016	298	2016	\$932,886	\$932,886	2016	\$561	\$561
2017	162	2017	\$1,692,741	\$1,794,305	2017	\$1,147	\$1,216
2018	221	2018	\$1,240,833	\$1,278,058	2018	\$941	\$969
2019	226	2019	\$1,213,381	\$1,225,514	2019	\$944	\$953
2020	236	2020	\$1,161,966	\$1,161,966	2020	\$871	\$871

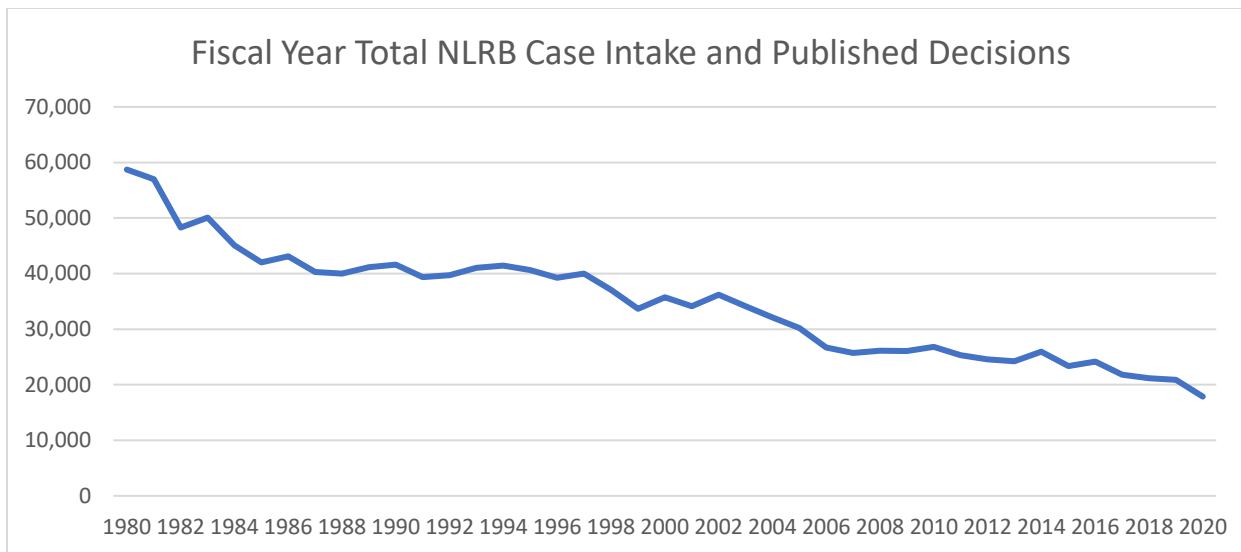
Fiscal Year	Fiscal Year Total NLRB Case Intake and Published Decisions	Fiscal Year	Fiscal Year NLRB Appropriation in Actual Dollars per Fiscal Year FTE per Fiscal Year Total NLRB Case Intake and Published Decisions	Fiscal Year NLRB Appropriation in 2020 Dollars per Fiscal Year FTE per Fiscal Year Total NLRB Case Intake and Published Decisions	Fiscal Year	Private Sector Union Membership Percentage
1980	58,724	1980			1980	21.7%
1981	56,994	1981			1981	20.4%
1982	48,315	1982			1982	
1983	50,077	1983			1983	16.5%
1984	45,065	1984			1984	15.3%
1985	42,022	1985			1985	14.3%
1986	43,120	1986			1986	13.8%
1987	40,292	1987			1987	13.2%
1988	40,015	1988	\$1.44	\$2.92	1988	12.7%
1989	41,176	1989	\$1.44	\$2.79	1989	12.3%
1990	41,630	1990	\$1.50	\$2.76	1990	11.9%
1991	39,354	1991	\$1.75	\$3.08	1991	11.7%
1992	39,724	1992	\$1.92	\$3.28	1992	11.4%
1993	41,066	1993	\$1.98	\$3.29	1993	11.1%
1994	41,413	1994	\$2.00	\$3.24	1994	10.8%
1995	40,618	1995	\$2.14	\$3.36	1995	10.3%
1996	39,267	1996	\$2.25	\$3.44	1996	10.0%
1997	39,996	1997	\$2.26	\$3.39	1997	9.7%
1998	37,068	1998	\$2.56	\$3.76	1998	9.5%
1999	33,694	1999	\$3.00	\$4.32	1999	9.4%
2000	35,730	2000	\$2.96	\$4.11	2000	9.0%
2001	34,113	2001	\$3.18	\$4.32	2001	9.0%
2002	36,187	2002	\$3.22	\$4.28	2002	8.6%
2003	34,106	2003	\$3.72	\$4.84	2003	8.2%
2004	32,133	2004	\$4.00	\$5.08	2004	7.9%
2005	30,236	2005	\$4.53	\$5.57	2005	7.8%
2006	26,691	2006	\$5.23	\$6.22	2006	7.4%
2007	25,736	2007	\$5.62	\$6.52	2007	7.5%
2008	26,135	2008	\$5.92	\$6.57	2008	7.6%
2009	26,037	2009	\$6.34	\$7.10	2009	7.2%
2010	26,826	2010	\$6.47	\$7.12	2010	6.9%
2011	25,318	2011	\$6.51	\$6.97	2011	6.9%
2012	24,546	2012	\$6.91	\$7.26	2012	6.6%
2013	24,208	2013	\$6.82	\$7.02	2013	6.7%
2014	25,966	2014	\$7.31	\$7.38	2014	6.6%
2015	23,341	2015	\$7.30	\$7.37	2015	6.7%
2016	24,161	2016	\$6.92	\$6.92	2016	6.4%
2017	21,799	2017	\$8.52	\$9.03	2017	6.5%
2018	21,182	2018	\$9.82	\$10.11	2018	6.4%
2019	20,873	2019	\$10.22	\$10.24	2019	6.2%
2020	17,869	2020	\$11.50	\$11.50	2020	6.3%



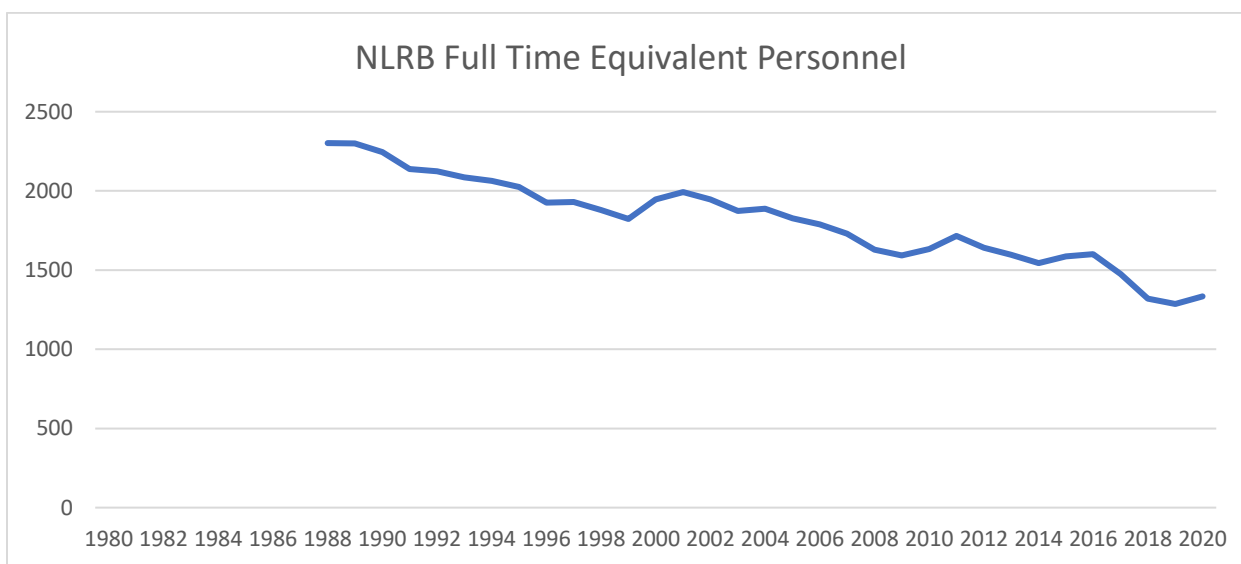
**Fiscal Year Total Case Intake...DOWN 58%**  
**Fiscal Year ULP Case Intake....DOWN 48%**  
**Fiscal Year R Case Intake.....DOWN 81%**



**Fiscal Year NLRB Published Decisions...DOWN...78%**

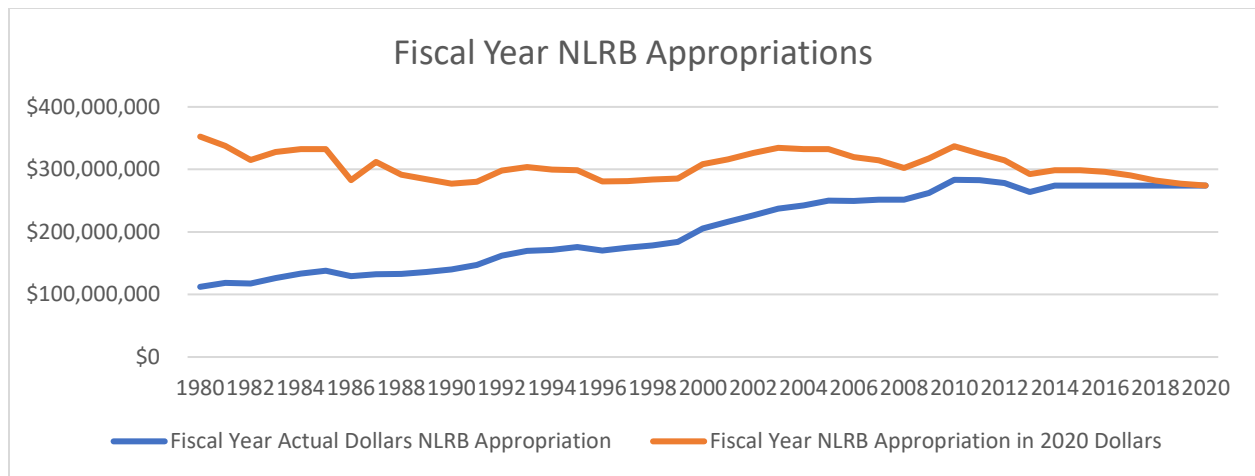


**Fiscal Year Total NLRB Case Intake and Published Decisions...DOWN 41%**



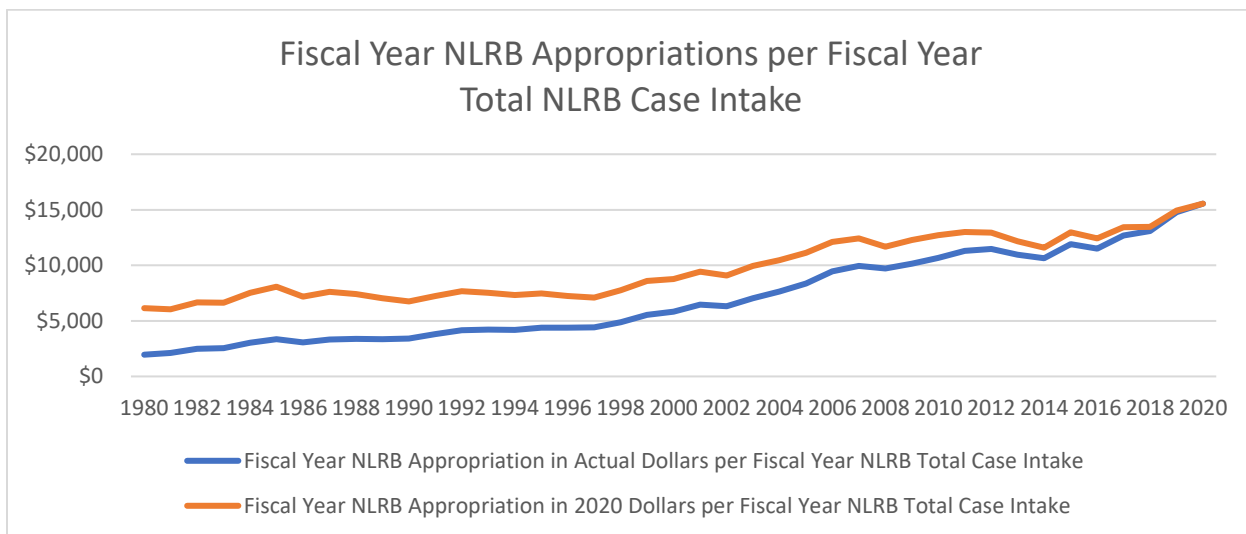
**NLRB Full Time Equivalent (FTE) Personnel...DOWN 30%**





**Fiscal Year NLRB Appropriations in 2016 Dollars...DOWN 16%**

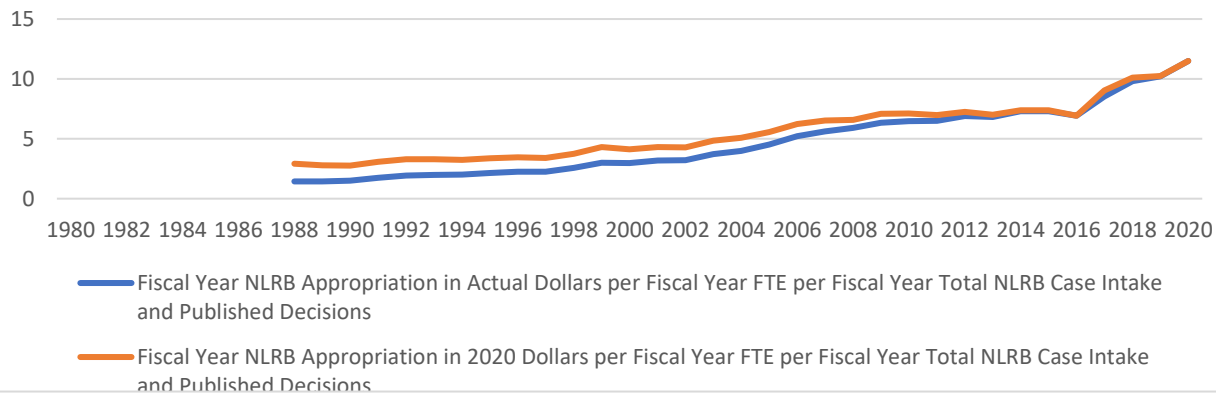
**Fiscal Year NLRB Appropriations in Actual Dollars.....UP 144%**



**Fiscal Year NLRB Appropriations in 2016 Dollars  
per Fiscal Year Total NLRB Case Intake...UP 202%**

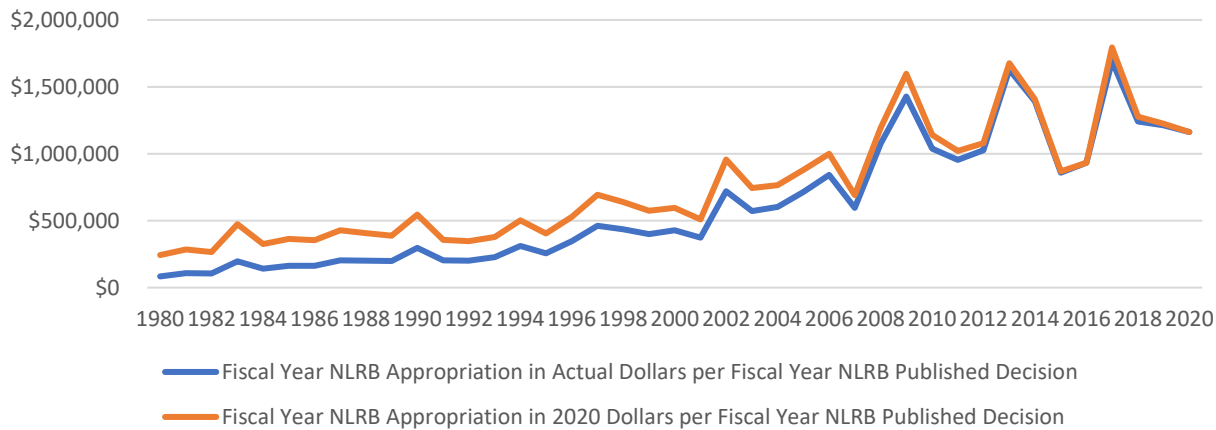
**Fiscal Year NLRB Appropriations in Actual Dollars  
per Fiscal Year Total NLRB Case Intake...UP 509%**

### Fiscal Year NLRB Appropriations per Fiscal Year FTE per Fiscal Year NLRB Total Case Intake and Published Decisions



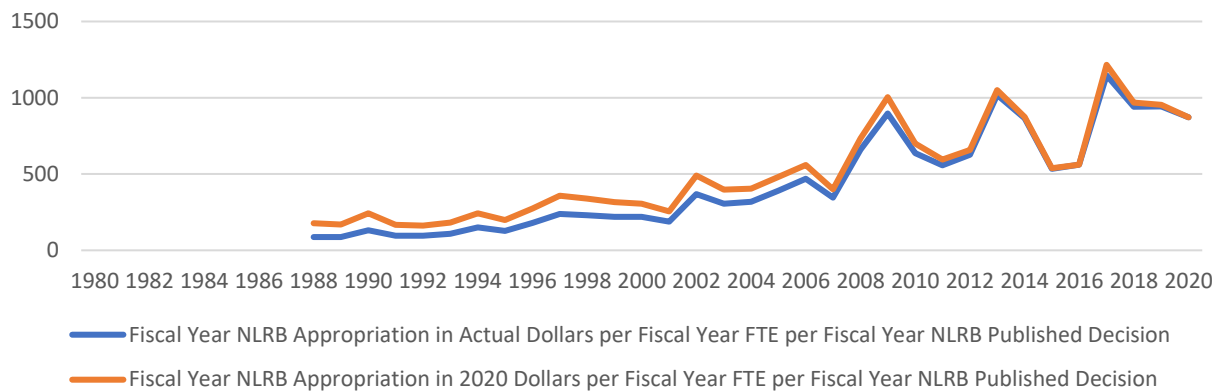
**Fiscal Year NLRB Appropriations in 2016 Dollars per Fiscal  
Year FTE per Fiscal Year NLRB Total Case Intake....UP 241%**  
**Fiscal Year NLRB Appropriations in Actual Dollars per Fiscal  
Year FTE per Fiscal Year NLRB Total Case Intake....UP 488%**

### Fiscal Year NLRB Appropriations per Fiscal Year NLRB Published Decisions



**Fiscal Year Appropriations in 2016 Dollars per Fiscal Year NLRB  
Published Decision...UP 384%**  
**Fiscal Year Appropriations in Actual Dollars per Fiscal Year  
NLRB Published Decision...UP 1,116%**

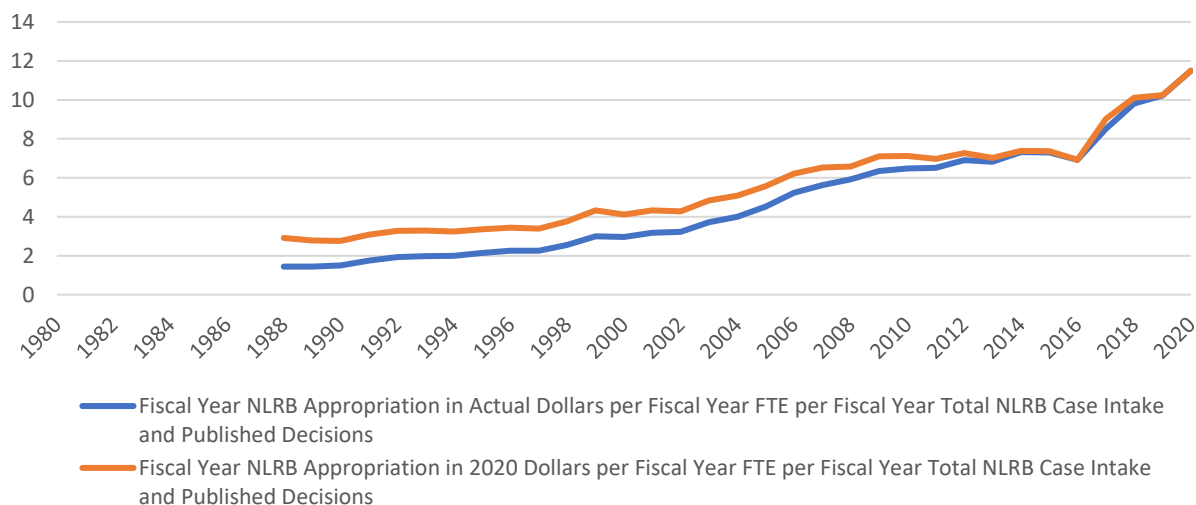
### Fiscal Year NLRB Appropriations per Fiscal Year FTE per Fiscal Year NLRB Published Decisions



**Fiscal Year Appropriations in 2016 Dollars per Fiscal Year  
FTE per Fiscal Year NLRB Published Decision....UP 645%**

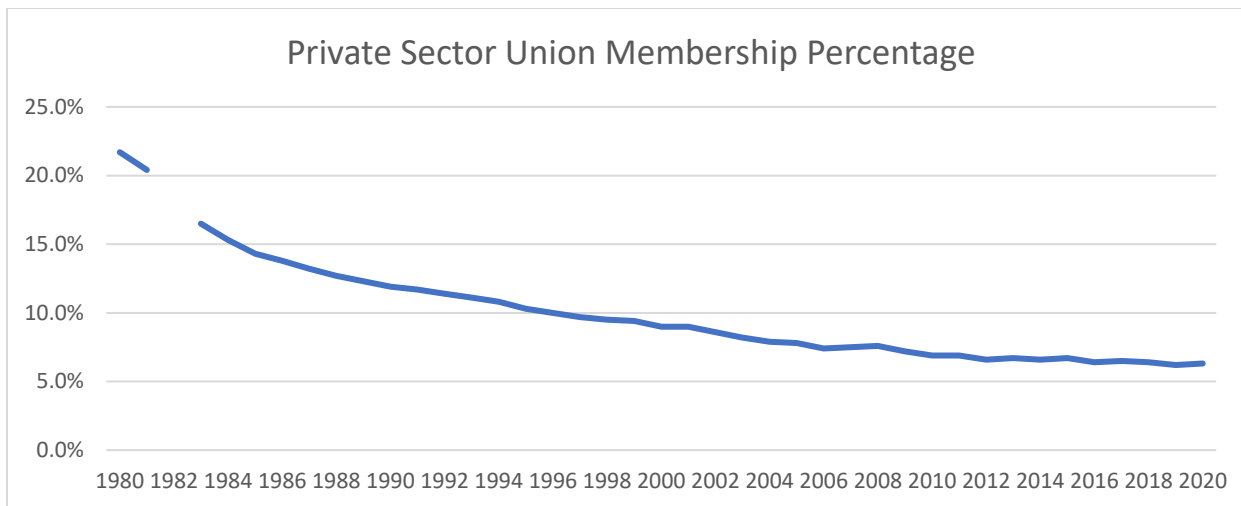
**Fiscal Year Appropriations in Actual Dollars per Fiscal Year  
FTE per Fiscal Year NLRB Published Decision....UP 317%**

### Fiscal Year NLRB Appropriations per Fiscal Year FTE per Fiscal Year NLRB Total Case Intake and Published Decisions



**Fiscal Year Appropriations in 2016 Dollars per Fiscal Year FTE  
per Fiscal Year Total NLRB Case Intake and Published  
Decisions ...UP 237%**





















**Fiscal Year Appropriations in Actual Dollars per Fiscal Year FTE  
Per Fiscal Year Total NLRB Case Intake and Published  
Decisions...UP 481%**



**Private Sector Union Membership...Down 69%**

**Fiscal Year 2020 NLRB Panel/Member  
Participation in Published Decisions:**

**PANEL/MEMBER ANALYSIS**

Panel/Full Board	Total Panel Decisions/ Total Reported Decisions
R,K,E   	177/236 (75.0%)
R,K,M   	17/236 (7.2%)
R,E,M   	6/236 (2.5%)
K,E,M   	16/236 (6.8%)
R,K,E,M    	14/236 (5.9%)
R,K  	3/236 (1.3%)
K,E  	3/236 (1.3%)
<b>Totals</b>	<b>236/236 (100.0%)</b>

R – Ring   
 K – Kaplan   
 E – Emanuel 

Mc – McFerran, 

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Research References:

1. Performance and Accountability, see: <https://www.nlr.gov/reports/agency-performance/performance-and-accountability>
2. Performance Budget Justification, see: <https://www.nlr.gov/reports/agency-performance-reports/performance-budget-justification>
3. NLRB ULP and R Case Intake, see: <https://www.nlr.gov/reports/nlr-case-activity-reports/annual-case-intake/unfair-labor-practice-and-representation>
4. NLRB Published Decisions, see: <https://www.nlr.gov/cases-decisions/decisions/board-decisions>
5. Union Membership Statistics, see: <http://www.unionstats.com/>
6. Inflation Calculator, see: [www.bls.gov/data/inflation\\_calculator.htm](http://www.bls.gov/data/inflation_calculator.htm)
7. The Raudabaugh Report, see: <https://www.nrtw.org/nlr-watch-the-raudabaugh-report-tracking-nlr-member-voting-patterns>