

CHAPTER 1

THE NATIONAL TREASURY EMPLOYEES UNION: OUR HISTORY, ORGANIZATION, AND FUTURE

To organize federal employees to work together to ensure that every federal employee is treated with dignity and respect.

NTEU Mission Statement

The National Treasury Employees Union (NTEU), known as one of labor's most aggressive, innovative and effective unions, has:

- Set the standard for bargaining achievements in the federal sector;
- Refined the process of organizing new workers;
- Provided the most effective workplace representation; and
- Justifiably acquired the reputation as labor's most active and successful union in both the courtroom and on Capitol Hill.

No other organization has done more to shape the face of modern federal employment, and no other organization is better poised to determine the future of the federal workplace than NTEU.

Ensuring that federal employees are treated with dignity and respect in all matters, great or seemingly small, is work never quite done, said NTEU President Colleen M. Kelley. From fair pay and benefits to legal battles waged in the courts to grievances filed on behalf of employees, our work is essential and ongoing. Our history and our achievements have prepared us well for the challenges of the future.

From Social Club to Labor Union

NTEU's beginning can be traced back to 1938 when a group of Wisconsin employees working for Internal Revenue Collectors formed an organization with the goal of securing civil service protection, fair salaries and improved working conditions.

Formation of this organization—the National Association of Employees of Collectors of the Internal Revenue (NAECIR)—was no small task. At the time, political patronage was the order of the day in the Bureau of Internal Revenue, the predecessor of the Internal Revenue Service.

Employees of the Bureau of Internal Revenue, who were required to perform the

dangerous and unpopular tasks of seizing the assets of delinquent taxpayers and collecting tax monies, feared the frequently vindictive whims of powerful politicians, not to mention the loss of their jobs if the Roosevelt New Deal Democrats were defeated.

Securing civil service status and improved working conditions became the ultimate goal for employees of the politically-appointed Bureau. By 1938, convinced that attempts to secure these rights and benefits through existing organizations would be futile, employees in the Bureau's Wisconsin District began to organize a group devoted exclusively to the interests of Internal Revenue employees.

In May 1939, these Wisconsin District employees called a meeting in Milwaukee for interested workers from the Supervisory District comprised of Wisconsin, Iowa, Minnesota, Nebraska, North Dakota and South Dakota. The response was overwhelmingly in favor of establishing an organization made up of and devoted to the interests of Internal Revenue employees. As a result, a temporary organization was established.

In October 1939, another meeting was held in Milwaukee. Invitations to launch a permanent national organization were extended to a nationwide audience. This meeting, the first NAECIR Convention, culminated in the adoption of a constitution, the election of officers and the establishment of a per capita dues structure. The convention body also established jurisdictional areas of operation and, in recognition of NAECIR's founding, issued the association's first charter, establishing the Milwaukee group that led the organizing initiative as Chapter 1.

Also serving within the Bureau, but under a separate management structure, were revenue agents who audited the larger and more complex tax returns. These agents, who later would be instrumental in the development of NTEU, had their own unique interests to pursue during the 1930s. Rather than establish a representative organization of their own or join with employees of the Collectors, the revenue agents joined the National Federation of Federal Employees (NFFE).

The various competing interests, which previously divided Bureau employees, changed in 1952 when the Truman administration issued its reorganization plan for the Bureau. In addition to renaming the Bureau of Internal Revenue the Internal Revenue Service, the reorganization resulted in revenue collectors and revenue agents being placed under a single administrative structure by merging the management responsibilities for the functions of audit, collection and criminal investigation into a single district position—the district director.

As a result of this reorganization, the very reason for NAECIR's existence—namely, to obtain the protections of competitive service for its members—had been achieved. Therefore, in order to broaden its reach to all IRS employees who now shared a common community of interest under this new management structure, NAECIR changed its name to the National Association of Internal Revenue Employees (NAIRE) and refocused its objectives to attract new members.

IRS management officials and supervisors made up much of NAIRE's leadership and

membership. NAIRE attempted to function as a professional association, seeking to meet the specialized needs of IRS employees through congressional letter-writing campaigns, consultation with high-ranking IRS administrators, and social activities.

Due to IRS management's dominating influence, however, NAIRE became little more than a social club, possessing neither definite goals nor the strong organizational structure required to promote the interests of its members.

Meanwhile, the 1952 reorganization produced another significant change—it gave the IRS Inspection Service the responsibility for internal security and enforcement of the Service's rigid standards of conduct. The overly-aggressive Inspection Service was soon running roughshod over employee rights. Its zeal to enforce its own interpretation of the IRS code of ethics resulted in many removals and resignations.

NAIRE was unable to protect its members from the Inspection Service's fervor and, thus, was incapable of effectively defending employees from unwarranted actions. It was this glaring inability to defend its members that triggered major changes within NAIRE.

Those changes came about because of Vincent L. Connery and his supporters, who set out to wrest control of NAIRE from the grip of management and to transform the loose confederation of virtually autonomous chapters into a cohesive unit, capable of speaking with a strong, single voice and effectively representing its members.

The strong management influence, which Connery and others sought to purge from NAIRE, was typical of federal unions during this period, despite President Kennedy's 1962 Executive Order 10988, which served as the federal government's first formal recognition that federal employees had the right to form and join unions.

Over time, management's influence in NAIRE was eliminated through the issuance of executive orders that banned supervisors and managers from participation in NAIRE's activities.

Connery, an IRS revenue agent, assumed his first NAIRE office in 1961 as president of the Wichita, Kansas, chapter. In 1962, he was elected to the NAIRE Executive Board; and in 1966, delegates to the NAIRE Convention elected him national president.

Connery's first order of business was fighting an intense internal battle to defeat a proposed merger with the American Federation of Government Employees (AFGE). This merger would have resulted in NAIRE's absorption into this larger union without consideration for the special needs of NAIRE members.

Connery viewed AFGE as more concerned with gobbling up large numbers of employees than attempting to serve employee needs. He not only succeeded in blocking the merger, he also launched organizing campaigns in the Brooklyn and Manhattan IRS District Offices in 1966 and 1968 where AFGE was the exclusive representative.

Shortly after his 1966 election, Connery appointed a committee to draft a new constitution. His idea was to clearly delineate lines of authority within a centralized structure and

to provide a strong, official voice for NAIRE. The proposed constitution would establish the NAIRE presidency as a full-time job located at a national headquarters, thereby inserting the national president in the union's mainstream for the first time.

In August 1967, at the NAIRE Convention in Los Angeles, the new constitution was adopted, creating the constitutional foundation upon which the present-day NTEU stands. With this constitutional framework firmly established, NAIRE began its transformation from a social club to an active labor union.

Building A Union

Following the 1967 convention, Connery vowed that the union would never again be outclassed in the workplace, in the courtroom or at the bargaining table. Toward that end, he began a tradition that continues today of hiring the most talented lawyers, negotiators and staff available.

Among those first hired by Connery was Robert M. Tobias, a young, aggressive IRS attorney, who proceeded to play a major role in transforming the fledgling organization into a labor union.

As general counsel during the 1970s and as national executive vice president from 1979-1983, Tobias helped establish NAIRE as a leader in protecting and expanding the rights of federal workers in the courts with a series of significant legal victories that changed the very nature of government employment.

In 1972, for example, the union sued President Nixon, at the peak of his power, by challenging his decision to bypass Congress and postpone salary increases for all federal workers covered by the General Schedule. This lawsuit, *NTEU vs. Nixon*, resulted in an unprecedented victory that required the government to pay over \$533 million in back pay to federal employees. This victory constituted a major advancement in fulfilling Connery's objective of establishing the union's position as labor's most skilled and successful advocate in the courts.

The legal victories continued. In another lawsuit, *Boyce and Dixon vs. United States*, the removal of two IRS service center employees was reversed, establishing for the first time the principles that an agency did not have total discretion in penalizing employees and that mitigating circumstances could render an agency-ordered removal an abuse of discretion.

Shortly thereafter, in *NTEU vs. Fasser*, the union won the right for federal employees to engage in informational picketing, an action previously considered banned by federal law.

This strategy of successfully confronting management in the courts was previously not practiced in the federal sector. For the first time, a federal union was concentrating on and winning the issues that concerned the dignity and respect of workers. Workers' rights were being enforced, expanded and defined through the skilled advocacy of NTEU's attorneys in the courts and before other third party decision-makers.

Buoyed by both the growing list of legal victories and the election successes against AFGE in the Brooklyn and Manhattan District Offices, delegates to the 34th National

Convention, held in 1973 in San Francisco, voted to expand NAIRE's jurisdiction to the entire Treasury Department. That same year, the association's name was changed to the National Treasury Employees Union (NTEU) to more accurately reflect its representative jurisdiction.

Also in 1973, NTEU began its drive to gain representational rights for the 13,000 U.S. Customs Service employees who were represented by either the National Customs Service Association (NCSA) or AFGE, which was vigorously raiding NCSA units.

Due to NTEU's established ties with the Treasury Department, its record of significant achievements in representing employees and its guarantee to NCSA of participation in governing NTEU, a merger with NCSA occurred in 1975. This merger represented the first group of non-IRS employees to be brought into NTEU.

It was during the mid-1970s that NTEU expanded to include other Treasury Department agencies, including what was then the Bureau of Alcohol, Tobacco and Firearms; Bureau of Engraving and Printing; the Bureau of the Public Debt and the Financial Management Service.

By 1975, the demand and desire for increased services, generated by NTEU's success in the courts and in the workplace, its expanding membership and the union's decision to consolidate its units under national master contracts, provided the impetus for NTEU's doubling its professional staff and opening field offices in San Francisco and Austin. Subsequently, field offices were opened in Atlanta, Chicago, Denver and Hoboken, New Jersey.

During NTEU's formative years, it became evident that the union's stature could not be enhanced if NTEU was perceived as a single agency union. Therefore, NTEU adopted a policy of controlled growth; and at the 1977 National Convention, delegates authorized the union's expansion beyond the Department of the Treasury to any federal agency whose employees shared similar goals, objectives, problems and concerns as those experienced by Treasury employees.

This policy of organizing workers whose needs were similar to those of the existing NTEU membership resulted in dramatic success. NTEU soon became the fastest growing union in the federal sector, maintaining the highest percentage of membership penetration, while ensuring its delivery of high quality services to all members. No other union can support such a claim.

In the 1970s and 1980s, NTEU extended its reach to employees of the Departments of Health and Human Services, Agriculture, Energy and Commerce; the Nuclear Regulatory Commission; the Federal Election Commission; Federal Communications Commission; Federal Deposit Insurance Corporation; the Patent and Trademark Office; and the Food and Drug Administration.

This time of growth paralleled significant steps forward for the union with the enactment of the Civil Service Reform Act of 1978. With new binding and enforceable arbitration procedures replacing advisory arbitration, NTEU made significant gains in negotiating grievance

procedures to ensure unresolved matters would be reviewed in a timely manner by an independent third party.

This had, and continues to have, a significant impact on the day-to-day quality of work life for NTEU members. It was during this time that NTEU established the right to grieve higher-graded duty claims.

Another milestone was NTEU's successful fight for the enactment of a law to provide for alternative work schedules (AWS). While many unions stood in opposition to AWS, NTEU's efforts were rewarded. The 1982 law cleared the way for NTEU to negotiate what have become the standards for AWS in the private and public sectors.

In August 1983, Connery retired as NTEU's national president. The solid legacy established during his 16-year tenure passed to Tobias, national executive vice president and general counsel. Tobias was the overwhelming choice to succeed Connery as NTEU's national president in 1983 at the 39th National Convention in Los Angeles.

Fighting Back In New Ways

The 1980s continued to pose new challenges for the union. The threats of cutbacks and furloughs became even more commonplace and burdensome. NTEU led an offensive to fight the continuing attacks on federal jobs, salaries and benefits. As a result, NTEU members worked together more effectively than ever before to fight back in both traditional and non-traditional ways.

Using the right of federal employees to engage in informational picketing, established in the landmark decision in *NTEU vs. Fasser*, the union began the highly successful tradition of engaging the media and educating the public about the negative impact of furloughs and budget cuts on public services.

During the Reagan and first Bush administrations, NTEU engaged in an ongoing battle to block attacks on the pay and benefits of federal employees. NTEU fought aggressively against the onslaught against federal employees in numerous court battles. It took the issue of the constitutionality of random drug testing of Customs inspectors all the way to the U.S. Supreme Court in *NTEU vs. Von Raab* and it successfully fought against anti-worker initiatives proposed by the head of the Office of Personnel Management (OPM).

In 1985, Tobias opened the union's third Legislative Conference with a call to the nation's 2.3 million federal employees to join with NTEU in an immediate boycott of all W.R. Grace & Company products and services. The public awareness assault was in response to Peter Grace and the Grace Commission Report, which promoted the contracting out of federal jobs and cited federal retirement as a major cause of government waste.

Again, using highly visible informational pickets in cities across the nation, NTEU successfully engaged the media and educated the American public.

It was during this time, as well, that another hallmark of NTEU's strength became

apparent. The NTEU legislative program, with an emphasis on the grassroots involvement of NTEU chapters and members, became a model for effective legislative action. The highlight of this legislative activity is the annual NTEU Legislative Conference held in Washington, D.C. The conference brings together NTEU leaders from around the country to focus on legislative priorities and to meet with their members of Congress.

The 1992 election of President Clinton created new opportunities for federal employees. In October 1993, Clinton issued Executive Order 12871, which directed agencies to create partnerships with federal employee unions to improve government efficiency, effectiveness and employee satisfaction.

Management and labor working together in partnership was a new concept in many agencies. The IRS had jointly pioneered such an effort with NTEU in the late 1980s. Now, encouraged by the executive order, NTEU had a real opportunity to be involved in decisions that previously were reserved exclusively to management, including budget preparation, strategic planning and job re-engineering.

The development of labor-management partnerships also presented a new opportunity to NTEU members to have some control over their work by participating in work redesign teams, process improvement teams and partnership councils.

The involvement of employees before, not after, decisions were made was a significant departure from past practices. However, it was clear that pre-decisional involvement of employees was a positive and credible way for agencies to increase productivity and, more importantly, increase job satisfaction for employees—all steps essential to agency success and to ensuring employees are treated with the dignity and respect they deserve in their service to America.

The introduction of formal agency-wide surveys also heightened the ability of employees to provide input. The Survey-Feedback-Action (SFA) program, which had been initiated at the IRS in 1993, became a prototype for measuring factors that impact the quality of work life and the ability of employees to do their jobs, including employee satisfaction, training and equipment.

This program was replicated at Customs with the annual Organizational Assessment Survey (OAS). The use of employee feedback surveys was extended into other NTEU-represented departments and agencies as well, as part of a larger national partnership effort, initiated with NTEU support and encouragement, by the Clinton administration to improve government performance.

In addition to partnership, the 1990s brought changes for federal employees as a result of NTEU's continued negotiating, litigation and legislative activity.

At the national and local levels, NTEU led the federal sector in negotiating expanded use of guaranteed awards, travel benefits, transit subsidies, alternative work schedules and flexible work arrangements. For the first time, an increasing number of NTEU-represented employees were able to work at home or alternative work sites. NTEU also negotiated the first agreement for child care subsidies in the federal sector, another example of NTEU leveraging enacted laws

into negotiated gains for its members.

On the legislative and litigation fronts, NTEU was very active. The union was at the forefront of the fight to create locality pay and a plan for closing the pay gap between the private and federal sectors.

NTEU aggressively fought proposed pay freezes; successfully litigated federal employees' first amendment free speech rights in a victory before the U.S. Supreme Court that overturned the honoraria ban for government workers; achieved major improvements in the background investigation process; achieved a national settlement on higher-graded duties; and won Hatch Act reforms that allow federal employees to engage in political activity during off-duty hours and on non-federal property.

The 1994 elections were the first in more than 50 years in which federal employees' voices could be heard at the same level as all other American voters. The union's voice, as reflected in the work of members around the country, has been strong since then, including in 1996, when chapters across the country held "We'll Remember In November!" rallies, helping to generate media coverage and public support against federal government shutdowns. Since enactment of Hatch Act reforms, an ever-increasing number of NTEU members have become involved in the union's efforts to elect to office those who support federal employees.

In another major victory, NTEU's 18-month challenge in the courts and on Capitol Hill against the IRS's proposed field reorganization and corresponding reduction-in-force ended in 1997 with a victory for the union. The successful grassroots effort saved the jobs of 5,000 employees. In the same year, NTEU's "Don't Outsource My Job" legislative campaign saved 29,000 jobs at IRS service centers.

On the heels of these victories, NTEU launched a successful chapter-based grassroots campaign that resulted in what was effectively a career ladder grade increase for some 10,000 IRS employees doing customer service work. This marked the largest single employee grade increase in the history of the federal government.

The 1998 IRS Restructuring and Reform Act created new opportunities and challenges for NTEU. The union sought and secured in the legislation the first-ever employee representative on an agency oversight board. The new law also launched a major restructuring of the IRS. Until the creation by merger of DHS, this was the most ambitious modernization effort in the history of any federal government agency. It brought unprecedented opportunities for NTEU members to serve on redesign and implementation teams to create the new IRS.

Moreover, employee satisfaction was to become a prime measure of the agency's success, along with business results and customer satisfaction. However, congressionally-mandated provisions, such as 1203(b) and its termination of employment for certain offenses, created new concerns among IRS employees about unfounded allegations and the consequences.

Among the gains from NTEU's combined national and grassroots legislative efforts were

some that put money directly in the pockets of federal employees, a premium conversion plan that provides the right to pay health care premiums with pretax income; repeal of an unfair tax on federal employment retirement; correct placement of employees mistakenly placed in the wrong retirement system; improved rights in connection with the Thrift Savings Plan; gains toward a program of long-term care insurance; flexible spending accounts for use in paying health and dependent care expenses; and more.

In the courts, NTEU won major battles in the 1990s over pay and employee rights. IRS employees received millions in back pay from the settlement with the agency over Fair Labor Standards Act (FLSA) grievances. A long-running legal battle affecting an estimated 212,000 special salary rate employees finally was concluded as NTEU's dogged pursuit through the federal courts of their claims for back pay for illegally denied cost of living increases from 1982 to 1988 resulted in a settlement of some \$178 million.

NTEU played a prominent role in litigation in the late 1990s leading to Supreme Court victories protecting unions' rights to midterm bargaining and ensuring employee representational rights in investigatory interviews conducted by Inspector Generals.

During this time, NTEU continued to grow. Successful organizing campaigns expanded the union to include employees of the Securities & Exchange Commission; Environmental Protection Agency; Food and Drug Administration (headquarters employees); Department of Health and Human Services' Substance Abuse and Mental Health Services Administration, National Center for Health Statistics, Office of the Secretary and Program Support Center; Bureau of Alcohol, Tobacco and Firearms field professionals; district and regional employees of the IRS Office of Chief Counsel.

A vital element in NTEU's strength and success continues to be the involvement of its members and 250 chapters around the country, whether in representational activities, national or local bargaining, lobbying on Capitol Hill or with federal legislators in their home districts, and much more.

NTEU's justified reputation as the leader in the federal sector springs in part from the day-to-day efforts of its more than 3,000 chapter leaders and stewards in workplaces around the nation.

The New Century

NTEU looked ahead and to the new century with new leadership. Following the announced retirement of Tobias, delegates to the 47th National Convention in Las Vegas overwhelmingly elected Colleen M. Kelley as national president in August 1999.

Kelley, who has been a member since 1974, was an IRS revenue agent for 14 years. She

served in various chapter leadership positions, including chief steward, vice president and chapter president of NTEU Chapter 34 in Pittsburgh, Pennsylvania. She was named NTEU's Director of Membership in 1988, and held that position, with added responsibilities for Information Systems, Financial Operations, Benefits, and Office Operations, until 1995 when she was elected national executive vice president at the 45th National Convention in San Diego.

Committed to building on the tradition of excellence that has made NTEU labor's most aggressive, innovative and effective union, Kelley told convention delegates that a united union with a united purpose is essential for future success.

Those goals were soon put to the test, as NTEU, and all federal employees, faced serious challenges with the election of George W. Bush as president in 2000.

Barely a month into his administration, President Bush rescinded the Clinton executive order establishing labor-management partnerships and ordering agencies to revoke all steps taken in support of such efforts.

NTEU called the Bush decision a disappointing step backward that risked a return to a more adversarial-based relationship between federal labor and management, threatening to rob taxpayers of the opportunity to have agency management and federal employees work together to solve problems that hinder the effective delivery of federal services—and NTEU vowed to continue to seek ways in which employee voices could be heard in meaningful ways.

The legacy of partnership continues to be reflected in the hundreds of NTEU members who work alongside top level managers each year on task forces, design teams and other working groups to plan their agencies' futures.

During this time period, NTEU grew even more. Organizing campaigns extended NTEU representation to all FDIC employees, and brought employees of the Office of the Comptroller of the Currency, the National Park Service, and the National Credit Union Administration into NTEU. These additions to the NTEU family have made the union stronger by expanding its range of influence in Congress and within the federal personnel management structure. It has been the union's willingness to identify the needs of employees and to honestly attempt to meet these needs that continues to draw new members to NTEU.

Encouraged by NTEU, there is an increasing awareness that the involvement of NTEU members, as front-line workers serving the American people, can provide the essential perspective and input needed for federal departments and agencies to be successful.

In one important instance, this occurred during development of a new human resource management system for a massive new federal agency—the Department of Homeland Security (DHS)—created by the merger 22 federal agencies, including the U.S. Customs Service, in the aftermath of terrorist attacks on the United States in September 2001.

Hundreds of NTEU members played both direct and important indirect roles in analyzing key aspects of personnel management in order to recommend to DHS and OPM systems that would assist the department in meeting its vital missions while protecting the rights and interests

of its employees.

Even after proposed regulations were announced, NTEU, which continues to represent legacy Customs employees in DHS, kept up its efforts to show DHS and OPM how, where and why the proposal fell short of its intended goals, and to offer recommendations from front-line employees on ways to make meaningful improvements so that the new system would be fair, credible and transparent to its work force.

As the 21st Century moved into its early years, NTEU focused on being a significant force in deliberations on two issues of vital importance to the country and to federal employees—fighting against efforts by the administration to contract out to the private sector increasing numbers of federal jobs; and arguing forcefully for actions, including higher pay and benefits, greater promotion opportunities and increased respect in the workplace, that will help head off a looming crisis in the government’s ability to recruit and retain high quality employees.

NTEU has been a determined foe of persistent efforts by the Bush administration to contract to the private sector one out of every two federal jobs. NTEU has fought massive revisions in federal contracting rules that tilt sharply in favor of private contractors, and is leading the fight to win for federal employees the same right as is enjoyed by contractors to appeal agency contracting decisions.

President Kelley used her participation on the Commercial Activities Panel (CAP), a public-private body examining government contracting practices, to emphasize her call for greater accountability in federal contracting. And she has offered repeated testimony before Congress making the point that far too little is known about the cost and effectiveness of present contracting practices, let alone an expansion in sending government work to be done by the private sector.

Similarly, on the matter of the government’s human capital crisis, NTEU has been a constant voice in a variety of forums, underscoring at every opportunity the need for adequate and steady funding for federal agencies, and fair pay and benefits, reasonable health care costs, and respect and dignity in the workplace for employees as the way to make public service once again the work of choice of an increasing number of Americans.

It doesn’t matter what the issue is. It can be the fight to save jobs or the battle to stave off attacks to our collective bargaining rights. It can be work to elect to Congress those who will support us or working with our friends in Congress for better pay and benefits. It can be the fight for dignity and respect, the effort to improve the rights and benefits of federal retirees, the battle against changes that would strip millions of American workers of their right to overtime pay, the fight to make sure federal workers are fully aware of their rights—and that the government enforce those rights, or dozens of other battles. The fact is that we are most successful when we work together.

NTEU members recognize the strength of involvement and united purpose. As 2004 began, NTEU was as strong as we have been in our 65-year history. Our voice will not be silenced. It is for this reason, NTEU has grown from what was largely a social club to one of labor's most aggressive, innovative and effective unions.

It is a proud history upon which we all can build.

Departments of the NTEU National Office

Legislation

NTEU's Legislation Department is responsible for representing the union's interests before Congress.

The department's activities are aimed at promoting legislative efforts that enhance the rights and benefits of NTEU members. The department seeks and assesses information from chapter leaders and members in setting its agenda. It keeps chapters informed of relevant congressional action and coordinates grassroots lobbying efforts through chapter legislative coordinators.

The Legislation Department works to promote federal employee issues in Congress by preparing testimony for the national president, lobbying members of Congress and staff and raising and distributing campaign contributions through the Treasury Employees Political Action Committee (TEPAC).

The department organizes an annual Legislative Conference in Washington, D.C., where members are provided with direct access to their legislators.

Negotiations

The Negotiations Department is responsible for bargaining agreements for all units represented by NTEU and for commenting on proposed government regulations impacting federal employees.

The goal of the Negotiations Department is to protect the rights currently enjoyed by employees and to expand these rights in ever-increasing areas. The department also is committed to increasing the institutional rights of the union to allow its officials to provide maximum representation and to create opportunities for employees to shape their work environment in meaningful ways. In addition to contract negotiations, the department's work helps drive the union's efforts to provide federal employees a voice in decisions affecting their work lives.

Office of the General Counsel

The Office of the General Counsel conducts and manages all of the court litigation at NTEU. The program consists of between 60 and 80 active cases in all levels of the federal courts--trial courts, courts of appeals, and the Supreme Court--as well as cases in administrative forums.

NTEU uses its litigation program to protect and advance the rights of its members. It frequently files suit against agency heads, the Office of Personnel Management, and the president for illegal or unconstitutional actions. It also appeals cases begun in the agencies or the administrative process. Thus, almost any action begun at the work site—grievance, unfair labor practice, negotiability appeal, adverse action, EEO complaint, Freedom of Information Act request—could end up in federal court and would then be handled by the Office of the General Counsel.

Many such cases begin in other departments, particularly the Field Operations and the Negotiations Departments, or in a chapter, and then move to the Office of the General Counsel when it is time to go to court. The goal of each case is to obtain the greatest benefit possible for the greatest number of employees.

The department produces a quarterly *Litigation Update* on all cases in court and distributes it to all chapter presidents. This report may be used to follow the progress of any case and to obtain an overview of the entire program.

Public Relations

The Public Relations Department communicates information nationally and locally not only about NTEU, but about the value and continuing contributions of federal employees. That message is communicated in a number of ways to a variety of critically-important audiences, including members, potential members, agency managers, members of Congress, the executive branch—including the White House—members of the media with their ability to mold opinion, and the public at large.

It is common for the Public Relations Department to issue two or three press releases each week—sometimes more—and to make available background information for the media so reporters will more fully understand both the intricacies of an issue and NTEU's position on that issue.

The Department maintains a variety of media contacts, including wire service and syndicate reporters, who can spread NTEU's message across the country; along with lists of highly-specialized publications and electronic outlets interested in and knowledgeable about specific topics and issues.

It works constantly to keep reporters in touch with President Kelley, who has earned a reputation as one of the most sought-after sources by both Washington-based and national reporters on the many issues facing the federal workforce.

In support of the union's goal of increased internal communications, the

department regularly produces the *NTEU Bulletin*, *Steward Update*, *Capitol Report* and *Chapter Communications* newsletter, along with videotapes—for example, those presented at the annual Legislative Conference, the National Convention and National Training—and other materials.

In addition, NTEU chapters and staff receive regular assistance from the Public Relations Department in the form of training, research, graphics, assistance with local media relations and public relations counseling.

Field Operations and Organizing

Field Operations is responsible for providing direct service to chapter leaders and members across the country. The nine field offices, located strategically throughout the United States, provide chapter leaders and members the opportunity for quick access to professional workplace representation.

The national field representative/assistant counsel assigned to each chapter is skilled in all federal sector labor relations matters, whether the need is processing a grievance, an unfair labor practice, an equal employment opportunity complaint or conducting formal negotiations.

In addition, Field Operations staff have responsibility for representing members in hundreds of arbitrations involving such matters as removals, suspensions, assumption of higher graded duties and improper performance evaluation. The Field Operations staff provides chapter leaders assistance in:

- Training
- Designing and implementing plans to expand the chapter structure
- Designing and implementing a local labor-management relationship

Through the national field representative, chapter leaders can receive assistance establishing and implementing programs built around successful local negotiations, legislative activities, public relations, membership building, chapter administration, social activities and local member needs analysis.

In regard to the organizing function, the department is responsible for reviewing and analyzing potential new units for inclusion in NTEU. Following a decision to organize, the department conducts an employee education campaign, collects petitions and files them with the Federal Labor Relations Authority (FLRA), represents NTEU at administrative hearings related to the forming of the new units, conducts elections and works with the new unit's leaders to establish an effective chapter. The department's activities are designed to provide knowledge, induce systematic growth and assist in building strong chapters.

Training

NTEU's Training Department is responsible for designing and administering the union's training programs. Specifically, the department's activities are designed to provide knowledge, promote effective leadership and develop competent representation. Through its programs and materials, the department strives to build the skills and to support the efforts of chapter officers and leaders so employees will be treated with dignity and respect in the workplace.

Operations

The Operations Department includes information systems, membership records, member benefits, the NTEU law library, office operations and the financial operations of the union.

Information Systems

Information Systems is responsible for managing all databases on NTEU's computer system located at the National Office in Washington, D.C., as well as maintaining a wide area network that includes the NTEU field offices.

Information Systems personnel are involved in both programming and network computer operations. The work of the Office Operations Department touches every department at NTEU, as well as each chapter. For example, hundreds of reports are generated each month related to membership information, dues transactions, insurance and benefit programs and NTEU's internal financial data.

This department is also responsible for hosting and maintaining NTEU's web site (www.nteu.org). The web site is a vital link to NTEU members and chapters and provides a valuable source of two-way communication that keeps the union operating effectively.

Member Benefits Department

The Member Benefits Department is responsible for the design and implementation of all NTEU-sponsored member benefit programs. The current programs include: term life plan, accidental death and dismemberment plan, dental insurance, auto and homeowners insurance, professional liability insurance, relocation services, hotel/motel lodging discounts and a credit card program.

All Member Benefits programs are designed to both attract new members and to retain current members. To be eligible to participate and receive group discount rates, the individual must be a NTEU member.

Membership Records Department

The NTEU Membership Records Department is responsible for the input and maintenance of all membership records in the membership records system. When new members join NTEU, when current members move to new locations or when current members leave the federal workforce or retire, the Membership Records Department acts to ensure that a current address is on file, an accurate dues bill is distributed and that the appropriate dues rate is collected. In addition, a chapter

leader file is maintained to ensure that information related to chapter officers and stewards is current.

Accounting Department

The NTEU Accounting Department is responsible for maintaining a complete and accurate accounting of all revenue and expenditures of the organization. In addition to managing the internal business and budgetary controls of the union, the department is responsible for issuing local membership dues checks to chapters and providing bonding for chapter officers. The department also works in conjunction with the Department of Labor to ensure that all required reporting is completed.

Office Operations

Office Operations is responsible for facilities management for the union, including the national headquarters, photocopying and distribution of NTEU information to members and chapters, including training materials, all mailing services for the union and the receptionist at national headquarters.

NTEU's Structure

National Office

NTEU members elect their national officers in a democratic process through their chapter representatives at the National Convention.

National President

National Executive Vice President

National District Vice President (elected by the chapters comprising the districts served by the respective officer)

National Executive Board

The NTEU National Executive Board is comprised of the national president, the national executive vice president, and the national district vice presidents. The board meets at least twice each year.

National Officer Terms of Office

1. National President: 4 years
2. National Executive Vice President: 4 years
3. National District Vice Presidents: 2 years

National Convention

NTEU meets in convention every two years, in the odd-numbered year.

Headquarters

National Treasury Employees Union
1750 H St. NW
Washington, D.C. 20006
(202) 572-5500

Field Offices

Oakland
National Treasury Employees Union
1330 Broadway, Suite 1615
Oakland, California 94612
(510) 839-6016

Atlanta
National Treasury Employees Union
2801 Buford Highway, Suite 430
Atlanta, Georgia 30329
(404) 728-1630

Austin
National Treasury Employees Union
3755 Capital of Texas Highway, South, Suite 179
Austin, Texas 78704
(512) 912-7622

Hoboken
National Treasury Employees Union
84 Washington Street, 4th Floor
Hoboken, New Jersey 07030
(201) 795-2233

Chicago
National Treasury Employees Union
111 W. Washington Street, Suite 855
Chicago, Illinois 60602
(312) 977-0104

Denver
National Treasury Employees Union

475 17th Street, Suite 500
Denver, Colorado 80202
(303) 295-6301

Washington, DC
National Treasury Employees Union
1750 H St. NW
Washington, D.C. 20006
(202) 572-5620

Agency Employees Represented By NTEU

Department of Agriculture

Farm Service Agency
Food and Nutrition Service

Department of Commerce

Patent and Trademark Office

Department of Energy

Department of Health and Human Services

Administration for Children and Families
Food and Drug Administration
Health Resources and Services Administration
National Center for Health Statistics
Office of the Secretary/Administration on Aging
Program Support Center
Substance Abuse and Mental Health Services Administration

Department of Homeland Security

Department of the Interior

National Park Service

Department of Justice

Bureau of Alcohol, Tobacco, Firearms and Explosives

Department of the Treasury

Bureau of Engraving and Printing
Bureau of the Public Debt

Departmental Offices
Financial Management Service
Internal Revenue Service
Tax and Trade Bureau

Environmental Protection Agency

Federal Communications Commission

Federal Deposit Insurance Corporation

Federal Election Commission

National Credit Union Administration

Nuclear Regulatory Commission

Office of the Comptroller of the Currency

Securities and Exchange Commission

Social Security Administration

Office of Hearings and Appeals