



December 26, 2018

The Honorable Mick Mulvaney  
Director  
Office of Management and Budget  
725 17th Street N.W.  
Washington, D.C. 20503

The Honorable Margaret Weichert  
Acting Director  
Office of Personnel Management  
1900 E Street N.W.  
Washington, D.C. 20415

Dear Director Mulvaney and Acting Director Weichert;

On Day five of the third shutdown of calendar year 2018, I write to ask you to use all possible authorities to support and bolster the federal workforce during this disruptive and financially insecure time.

There is no greater fear than the unknown and with comments from senior government officials and leaders indicating that the shutdown may continue for some time, many federal employees are gravely concerned about their finances now that they are either furloughed with no pay or on the job unable to rely on their next scheduled paycheck. In past shutdowns, administrations have directed payroll providers to act to provide delayed funds immediately following a lapse in appropriations, and I ask that in your respective roles you ensure that paychecks can be delivered as soon as possible. Beyond the immediate financial implications and worry over missed mortgage and rent payments, I am also hearing from frontline employees who are now saddled with credit cards payments for official government purchases for equipment, goods, and services, but, which under agency procedures, are billed directly to individuals and which must continue to be paid on time. As an example, I heard earlier this week from a Customs and Border Protection Officer currently stationed on the Southwest border who is anxious about being able to make the required card payment for agency items recently purchased.

Additionally, during prior extended shutdowns, including in 1995-1996 and 2013, employees were provided with letters for financial institutions and creditors to officially confirm

the shutdown and its impact on pay, as well to provide employment verification resources and to urge these institutions to adopt arrangements for ongoing financial obligations. I would also ask that you require agencies to provide similar letters to employees promptly.

The timing of this shutdown is also affecting leave schedules, and the planned use of previously scheduled so-called 'use-or-lose' days at the end of the calendar year. While these days may be restored and re-credited to employees, I believe it would be beneficial for your offices to formally instruct agency heads to uniformly restore such days that are unable to be taken owing to the shutdown and through no fault of the individual employee.

The nation's workforce is ready to be back at work, performing their regular duties on behalf of the American people, and to see an end to work and personal uncertainty. As we witnessed in the mid-1990s and again in 2013, employee morale suffers greatly during and following an extended shutdown, and from all appearances significant efforts will be needed by the U.S. government as an employer to re-engage, encourage, and invest in the workforce once employees are able to return to their regular jobs.

Sincerely,

A handwritten signature in black ink, reading "Anthony M. Reardon". The signature is written in a cursive, flowing style.

Anthony M. Reardon  
National President