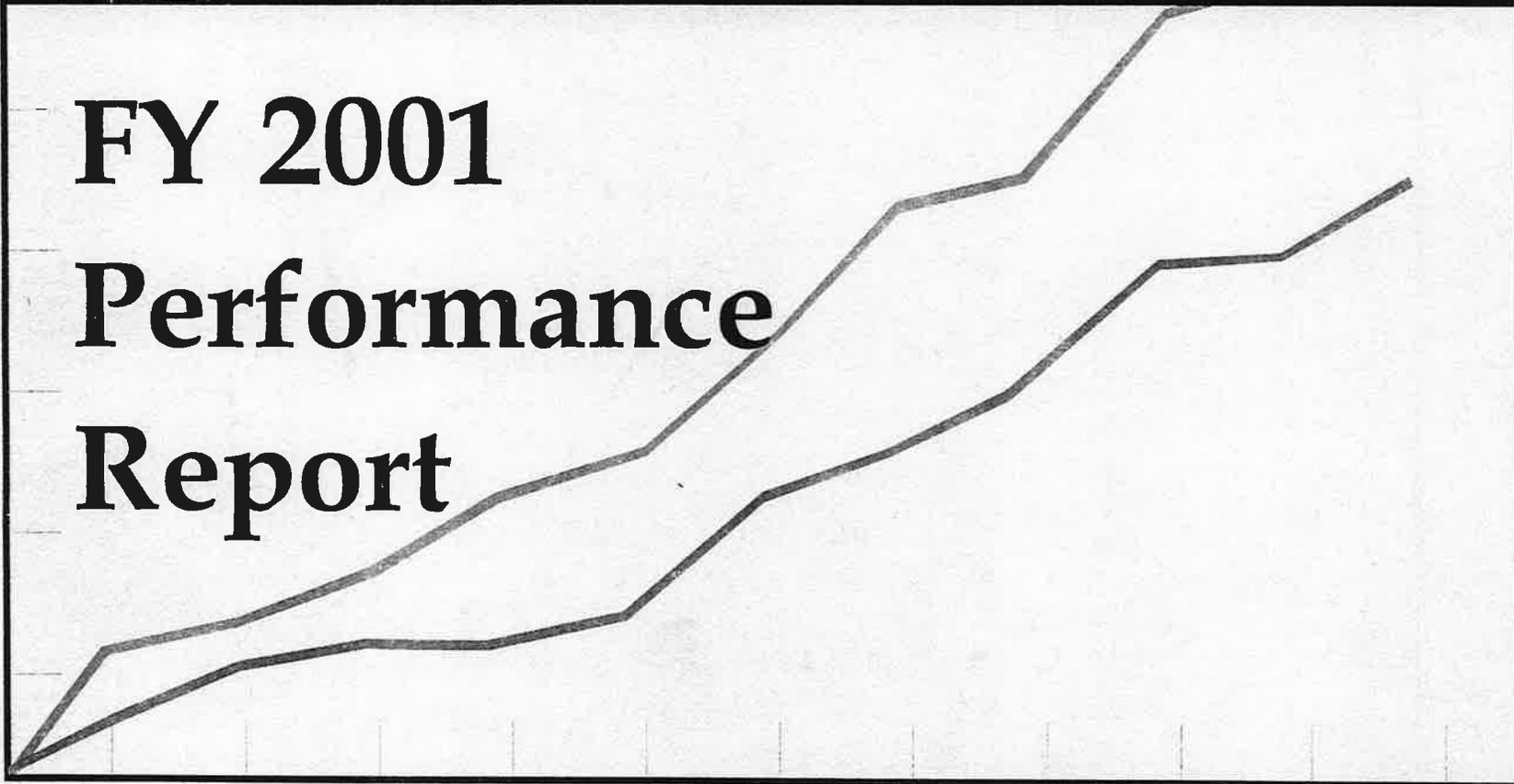




U.S. Merit Systems Protection Board

FY 2001 Performance Report



Merit Systems Protection Board

Fiscal Year 2001

Performance Report



March 8, 2002

TABLE OF CONTENTS

Section	Page
Mission	1
Performance summary.....	2
Guide To MSPB Office Functions And Acronyms	13
Budget Activity – Adjudication: \$27.69 Million.....	14
Strategic Plan Goal 1 To consistently provide fair, timely, and efficient adjudication of cases filed with the Board.....	14
Objective 1 – Issue high quality decisions	14
Goal 1.1.1	14
Maintain/reduce low percentage of cases decided by the Board on petition for review (PFR) that are reversed and/or remanded to MSPB judges for a new decision.....	14
Goal 1.1.2.....	15
Maintain/reduce low percentage of proposed decisions submitted by headquarters legal offices to the Board that are returned for rewrite	15
Goal 1.1.3.....	16
Maintain low percentage of remands to the Board from the U.S. Court of Appeals for the Federal Circuit.....	16
Goal 1.1.4.....	17
Maintain high percentage of Board decisions unchanged on review by the U.S. Court of Appeals for the Federal Circuit (Court dismisses case or affirms Board decision).....	17
Objective 2 – Issue timely decisions at both the regional office and Board headquarters levels.....	18
Goal 1.2.1	18
Maintain average case processing time for initial decisions issued in regional offices.....	18
Goal 1.2.2.....	19
Maintain/reduce average case processing time for decisions on PFRs issued by the Board	19

Goal 1.2.3	20
Reduce average case processing time in the Office of the General Counsel for enforcement cases	20
Goal 1.2.4	21
Reduce number of cases pending at headquarters for more than 300 days.....	21
Objective 3 – Hold increase in overall average case processing costs to no more than the percentage increase in operating costs, adjusted for the change in the number of decisions issued.....	22
Goal 1.3.1	22
Use video conference hearings and telephone hearings, where appropriate, to reduce case processing costs.....	22
Goal 1.3.2.....	23
Hold increase in overall average case processing costs to no more than the percentage increase in operating costs, adjusted for the changes in the number of decisions issued.....	23
Objective 4 – Obtain customer input regarding the adjudicatory process.....	24
Goal 1.4.1	24
Continue to evaluate and implement, as appropriate, suggestions received from customer surveys regarding the adjudicatory process.....	24
Goal 1.4.2.....	25
Evaluate suspended case pilot program to determine impact of allowing additional time for discovery and settlement efforts	25
Strategic Plan Goal 2 To make effective use of alternative methods of dispute resolution in Board proceedings and to promote through education, outreach, and other appropriate means the use of alternative methods of dispute resolution and avoidance in the early stages of a dispute.....	26
Objective 1 – Continue the successful use of alternative dispute resolution (ADR) procedures in MSPB proceedings at both the regional office and Board headquarters levels	26
Goal 2.1.1	26
Maintain rate of settlement of initial appeals that are not dismissed at 50 % or higher	26
Goal 2.1.2.....	27
Maintain rate of settlement of cases selected for PFR Settlement Program at 25 % or higher	27
Goal 2.1.3.....	28
Calculate savings in case processing costs attributable to settlement programs.....	28
Objective 2 – Promote the use of ADR procedures in the early stages of a dispute in order to resolve appealable matters at the lowest practicable level and reduce the costs of conflict	29
Goal 2.2.1	29

Implement voluntary early intervention ADR pilot program.....	29
Goal 2.2.2.....	30
Develop a well regarded capability to fully participate in ADR case work, which is used by appellants and agencies, and results in less litigation	30
Goal 2.2.3.....	31
Conduct outreach focused on agency decision makers, emphasizing the benefits of early use of ADR and providing information on both the Board’s ADR initiatives and other ADR processes that are available	31
Objective 3 – Provide governmentwide leadership in the use of ADR to resolve Federal personnel disputes	33
Goal 2.3.1	33
Conduct customer surveys, with OMB approval, to determine awareness of MSPB ADR initiatives and use of MSPB-provided ADR services.....	33
Budget Activity – Merit Systems Studies: \$0.97 Million	34
Strategic Plan Goal 3 To provide information, analyses, and recommendations on Federal personnel programs, policies, and initiatives to policymakers, Federal agencies and employees, and others with an interest in Federal human resources management.....	34
Objective 1 – Conduct governmentwide merit systems studies that provide information on, and analyses of, the state of Federal merit systems and the Federal workforce to policymakers, Federal agencies and employees, and others with an interest in Federal human resources management; and make recommendations for improving the Federal Government’s ability to implement and maintain effective human resources management programs, policies, and practices that adhere to the merit system principles	34
Goal 3.1.1	34
Conduct studies of relevant human resources management issues in the Federal Government and issue reports with relevant recommendations	34
Goal 3.1.1 (continued)	35
Conduct studies of relevant human resources management issues in the Federal Government and issue reports with relevant recommendations	35
Goal 3.1.2.....	36
Ensure that reports of studies are made widely available, particularly to target audiences, and disseminate findings through such means as personal appearances, personal contacts, publication of articles by OPE staff, and collaborations with other research organizations to increase impact of studies.....	36

Goal 3.1.3.....	38
Evaluate impact of studies through feedback from customer surveys, including formal surveys every 2 to 3 years, informal surveys (e.g., focus groups), and volunteered feedback (e.g., letters and e-mailed comments).....	38
Goal 3.1.4.....	39
Evaluate impact of studies through other appropriate means, such as tracking use of recommendations and tracking references to studies in policy papers, professional literature, and the media.....	39
Objective 2 – Determine through merit systems studies the extent to which Executive Branch departments and agencies operate in a manner consistent with the statutory merit system principles and the extent to which prohibited personnel practices occur in the Federal workplace.....	40
Goal 3.2.1.....	40
Conduct a triennial Merit Principles Survey, including questions intended to determine whether agencies adhere to the merit system principles and the extent to which prohibited personnel practices occur in the workplace, and report findings.....	40
Budget Activity - Management Support: \$3.07 Million.....	41
Strategic Plan Goal 4 To strengthen the MSPB’s internal systems and processes to support a continually improving, highly effective and efficient organization with the flexibility to meet program needs	41
Objective 1 – Develop and implement a MSPB strategic plan, with appropriate annual performance goals, objectives and measures, to direct individual and organizational efforts.....	41
Goal 4.1.1.....	41
Develop and submit strategic plan and performance plans that meet the requirements of GPRA and are satisfactory to OMB and the Congressional committees with jurisdiction over the MSPB; assess performance in relation to performance goals.....	41
Objective 2 – Allocate resources in support of mission requirements with flexibility to meet changes in workload and agency priorities.....	43
Goal 4.2.1.....	43
Coordinate requirements of all offices, determine priorities, and allocate appropriated funds so that mission requirements are met; make interim changes as necessary to respond to changes in workload and other external factors.....	43
Objective 3 – Develop and implement an integrated and updated automated agency-wide case management system to assist in effective case processing, management, and program evaluation	44
Goal 4.3.1.....	44

Implement new case management system (Law Manager) as part of information technology initiative	44
Objective 4 – Develop and implement electronic case filing to allow appellants and agencies to file and receive documents electronically	45
Goal 4.4.1	45
Continue implementation of electronic case filing, as part of information technology initiative, so that parties will be able to file and receive case documents electronically by October 2003, as required by the Government Paperwork Elimination Act (GPEA).....	45
Objective 5 – Improve electronic access via the Internet and other available resources to MSPB case-related decisions, procedures and guidance.....	47
Goal 4.5.1	47
Make final Board decisions, reports and other publications, the MSPB Appeal Form and other forms, Board regulations, the OPE newsletter, and other information available on the MSPB Web site; provide information to customers in electronic form when requested.....	47
Goal 4.5.1 (continued)	48
Make final Board decisions, reports and other publications, the MSPB Appeal Form and other forms, Board regulations, the OPE newsletter, and other information available on the MSPB Web site; provide information to customers in electronic form when requested.....	48
Objective 6 – Identify, test, and implement, as appropriate, new technologies that will increase efficiency, reduce costs, and improve customer service	49
Goal 4.6.1	49
Stay abreast of changes in technology and continue to assess all agency operations to determine where new or improved technologies have the potential to increase efficiency, reduce costs, and improve customer service; analyze costs and benefits; implement where practicable.....	49
Strategic Plan Goal 5 To develop the MSPB’s human resources to ensure a continually improving, highly effective and efficient organization with the flexibility to meet program needs.....	50
Objective 1 – Recruit, train, and retain skilled, highly motivated employees to effectively and efficiently accomplish the MSPB mission.....	50
Objective 2 – Ensure that all employees and components of the MSPB work well together and integrate their efforts to accomplish the MSPB mission	50
Objective 3 – Promote efficient and effective accomplishment of the MSPB mission by providing a work environment with workplace policies and programs that enable MSPB employees to excel	50
Goal 5.1	51

Strengthen the employee development and management development program by increasing the opportunity for details between offices and identifying candidates for professional development programs.....	51
Goal 5.2.....	53
Allocate sufficient resources to employee training so that all employees can receive the training identified in their Individual Development Plans (IDPs).....	53
Goal 5.3.....	54
Conduct a biennial legal conference for MSPB administrative judges and headquarters attorneys.....	54
Goal 5.4.....	55
Continue to provide a family-friendly workplace, including AWS schedules and flexiplace arrangements	55
Goal 5.5.....	56
Address succession planning (within the context of merit-based selections for positions) in office business plans.....	56

**Merit Systems Protection Board
FY 2001 Performance Report**

MISSION

The Merit Systems Protection Board (MSPB) is an independent quasi-judicial agency established to protect Federal merit systems against partisan political and other prohibited personnel practices and to ensure adequate protection for employees against abuses by agency management. The Board carries out its statutory mission principally by:

- Adjudicating employee appeals of personnel actions over which the Board has jurisdiction, such as removals, suspensions, furloughs, and demotions;
- Adjudicating employee complaints filed under the Whistleblower Protection Act, the Uniformed Services Employment & Reemployment Rights Act (USERRA), and the Veterans Employment Opportunities Act;
- Adjudicating cases brought by the Special Counsel, principally complaints of prohibited personnel practices and Hatch Act violations;
- Adjudicating requests to review regulations of the Office of Personnel Management (OPM) that are alleged to require or result in the commission of a prohibited personnel practice—or reviewing such regulations on the Board’s own motion;
- Ordering compliance with final Board orders where appropriate; and
- Conducting studies of the Federal civil service and other merit systems in the Executive Branch to determine whether they are free from prohibited personnel practices.

PERFORMANCE SUMMARY

The MSPB Performance Plan for FY 2001-FY 2002 included 35 performance goals under the 5 overall goals of the agency's Strategic Plan, FY 2001-FY 2006. Three of the performance goals for FY 2001, however, were contingent on the enactment of legislation authorizing the Board to conduct a voluntary early intervention alternative dispute resolution (ADR) pilot program. Because this legislation (H.R. 1965) was not enacted during FY 2001, results for those three goals are shown as *not applicable* in this Performance Report. Of the remaining 32 goals for which results are reported herein, the MSPB met or substantially met 28 of them—for a success rate of 88 percent.

Strategic Plan Goal 1, Adjudication – The MSPB met all but 2 of the 12 performance goals under this Strategic Plan goal. Three of the four goals related to decision quality were met, with only the goal for the percentage of proposed Board decisions that are returned to headquarters legal offices for rewrite not met (Goal 1.1.2). Three of the four goals related to case processing timeliness were also met, with only the goal for processing enforcement cases at headquarters not met (Goal 1.2.3). All of the remaining goals under this Strategic Plan goal were met. It should be noted, with respect to case processing timeliness, that the Board closed a substantial number of overage cases at headquarters during the fiscal year. Because the average case processing time of cases decided *increases* as older cases issue, this concentration on closing the oldest cases caused the average processing times for both petitions for review and enforcement cases at headquarters to increase.

Strategic Plan Goal 2, Alternative Dispute Resolution – Except for the three goals that are not applicable to this Performance Report because the authorizing legislation for the ADR pilot program was not enacted, all of the performance goals under this Strategic Plan goal were met.

Strategic Plan Goal 3, Merit Systems Studies – All but one of the performance goals under this Strategic Plan goal were met or substantially met. As explained in the narrative under Goal 3.1.3, the MSPB was unable to complete the information collection approval process under the Paperwork Reduction Act in time to conduct the planned survey of customers of its studies products and evaluate the results of the survey during FY 2001.

Strategic Plan Goal 4, Management and Administration – All but one of the performance goals under this Strategic Plan goal were met. As explained in the narrative under Goal 4.3.1, additional delays related to the change in contractor for the agency's information technology initiative resulted in the new case management system (Law Manager) not being implemented by the end of the fiscal year.

Strategic Plan Goal 5, Human Resources – All of the performance goals under this Strategic Plan goal were met.

The table that follows provides an overall summary of the agency's success in meeting its performance goals for FY 2001.

As required by 31 U.S.C. 1116(e)(1), as amended by the Reports Consolidation Act of 2000 (Public Law 106-531), the Acting Chairman of the Merit Systems Protection Board has assessed the completeness and reliability of the performance data on which the agency's FY 2001 Performance Report is based. The Acting Chairman has determined that the data is complete; actual performance data for FY 2001 is reported for every performance goal in the FY 2001 Performance Plan (except for the three ADR goals that were contingent on the enactment of authorizing legislation). The Acting Chairman has also determined that the data is reliable; all data reported have been obtained from final FY 2001 statistical reports from the agency's automated case management system, final FY 2001 financial reports, personnel reports (training, details, alternative work schedules, flexiplace), and reports submitted by the agency's senior managers to the Chief of Staff.

NOTE: All FY 2001 performance goals in this report are described exactly as they were in the FY 2001 (Revised) & FY 2002 (Final) Performance Plan submitted last year. Because several of the FY 2002 performance goals were revised in the first quarter of FY 2002, those goals are described in this report as they are in the FY 2002 (Revised) & FY 2003 (Final) Performance Plan submitted on February 4, 2002.

PERFORMANCE REPORT SUMMARY				
Performance Goals and Objectives	Met	Substantially Met	Not Met	N/A
Strategic Plan Goal 1 To consistently provide fair, timely, and efficient adjudication of cases filed with the Board				
Objective 1 – Issue high quality decisions				
Goal 1.1.1 – Maintain/reduce low percentage of cases decided by the Board on petition for review (PFR) that are reversed and/or remanded to MSPB judges for a new decision	X			
Goal 1.1.2 – Maintain/reduce low percentage of proposed decisions submitted by headquarters legal offices to the Board that are returned for rewrite			X	
Goal 1.1.3 – Maintain low percentage of remands to the Board from the U.S. Court of Appeals for the Federal Circuit	X			
Goal 1.1.4 – Maintain high percentage of Board decisions unchanged on review by the U.S. Court of Appeals for the Federal Circuit (Court dismisses case or affirms Board decision)	X			
Objective 2 – Issue timely decisions at both the regional office and Board headquarters levels				
Goal 1.2.1 – Maintain average case processing time for initial decisions issued in regional offices	X			

PERFORMANCE REPORT SUMMARY				
Performance Goals and Objectives	Met	Substantially Met	Not Met	N/A
Goal 1.2.2 – Maintain/reduce average case processing time for decisions on PFRs issued by the Board	X			
Goal 1.2.3 – Reduce average case processing time in the Office of the General Counsel for enforcement cases			X	
Goal 1.2.4 – Reduce number of cases pending at headquarters for more than 300 days	X			
Objective 3 – Hold increase in overall average case processing costs to no more than the percentage increase in operating costs, adjusted for the change in the number of decisions issued.				
Goal 1.3.1 – Use video conference hearings and telephone hearings, where appropriate, to reduce case processing costs	X			
Goal 1.3.2 – Hold increase in overall average case processing costs to no more than the percentage increase in operating costs, adjusted for the changes in the number of decisions issued	X			
Objective 4 – Obtain customer input regarding the adjudicatory process				
Goal 1.4.1 – Continue to evaluate and implement, as appropriate, suggestions received from customer surveys regarding the adjudicatory process	X			
Goal 1.4.2 – Evaluate suspended case pilot program to determine impact of allowing additional time for discovery and settlement efforts	X			

PERFORMANCE REPORT SUMMARY				
Performance Goals and Objectives	Met	Substantially Met	Not Met	N/A
Strategic Plan Goal 2 To make effective use of alternative methods of dispute resolution in Board proceedings and to promote through education, outreach, and other appropriate means the use of alternative methods of dispute resolution and avoidance in the early stages of a dispute				
Objective 1 – Continue the successful use of alternative dispute resolution (ADR) procedures in MSPB proceedings at both the regional office and Board headquarters levels				
Goal 2.1.1 – Maintain rate of settlement of initial appeals that are not dismissed at 50 % or higher	X			
Goal 2.1.2 – Maintain rate of settlement of cases selected for PFR Settlement Program at 25 % or higher	X			
Goal 2.1.3 – Calculate savings in case processing costs attributable to settlement programs	X			
Objective 2 – Promote the use of ADR procedures in the early stages of a dispute in order to resolve appealable matters at the lowest practicable level and reduce the costs of conflict				
Goal 2.2.1 – Implement voluntary early intervention ADR pilot program				X
Goal 2.2.2 – Develop a well regarded capability to fully participate in ADR case work, which is used by appellants and agencies, and results in less litigation				X

PERFORMANCE REPORT SUMMARY				
Performance Goals and Objectives	Met	Substantially Met	Not Met	N/A
Goal 2.2.3 – Conduct outreach focused on agency decision makers, emphasizing the benefits of early use of ADR and providing information on both the Board’s ADR initiatives and other ADR processes that are available	X			
Objective 3 – Provide governmentwide leadership in the use of ADR to resolve Federal personnel disputes				
Goal 2.3.1 – Conduct customer surveys, with OMB approval, to determine awareness of MSPB ADR initiatives and use of MSPB-provided ADR services				X
Strategic Plan Goal 3 To provide information, analyses, and recommendations on Federal personnel programs, policies, and initiatives to policymakers, Federal agencies and employees, and others with an interest in Federal human resources management				
Objective 1 – Conduct governmentwide merit systems studies that provide information on, and analyses of, the state of Federal merit systems and the Federal workforce to policymakers, Federal agencies and employees, and others with an interest in Federal human resources management; and make recommendations for improving the Federal Government’s ability to implement and maintain effective human resources management programs, policies, and practices that adhere to the merit system principles				

PERFORMANCE REPORT SUMMARY				
Performance Goals and Objectives	Met	Substantially Met	Not Met	N/A
Goal 3.1.1 – Conduct studies of relevant human resources management issues in the Federal Government and issue reports with relevant recommendations		X		
Goal 3.1.2 – Ensure that reports of studies are made widely available, particularly to target audiences, and disseminate findings through such means as personal appearances, personal contacts, publication of articles by OPE staff, and collaborations with other research organizations to increase impact of studies.	X			
Goal 3.1.3 – Evaluate impact of studies through feedback from customer surveys, including formal surveys every 2 to 3 years, informal surveys (e.g., focus groups), and volunteered feedback (e.g., letters and e-mailed comments)			X	
Goal 3.1.4 – Evaluate impact of studies through other appropriate means, such as tracking use of recommendations and tracking references to studies in policy papers, professional literature, and the media	X			
Objective 2 – Determine through merit systems studies the extent to which Executive Branch departments and agencies operate in a manner consistent with the statutory merit system principles and the extent to which prohibited personnel practices occur in the Federal workplace				

PERFORMANCE REPORT SUMMARY				
Performance Goals and Objectives	Met	Substantially Met	Not Met	N/A
Goal 3.2.1 – Conduct a triennial Merit Principles Survey, including questions intended to determine whether agencies adhere to the merit system principles and the extent to which prohibited personnel practices occur in the workplace, and report findings		X		
Strategic Plan Goal 4 To strengthen the MSPB’s internal systems and processes to support a continually improving, highly effective and efficient organization with the flexibility to meet program needs				
Objective 1 – Develop and implement a MSPB strategic plan, with appropriate annual performance goals, objectives and measures, to direct individual and organizational efforts				
Goal 4.1.1 – Develop and submit strategic plan and performance plans that meet the requirements of GPRA and are satisfactory to OMB and the Congressional committees with jurisdiction over the MSPB; assess performance in relation to performance goals	X			
Objective 2 – Allocate resources in support of mission requirements with flexibility to meet changes in workload and agency priorities				
Goal 4.2.1 – Coordinate requirements of all offices, determine priorities, and allocate appropriated funds so that mission requirements are met; make interim changes as necessary to respond to changes in workload and other external factors	X			

PERFORMANCE REPORT SUMMARY				
Performance Goals and Objectives	Met	Substantially Met	Not Met	N/A
Objective 3 – Develop and implement an integrated and updated automated agency-wide case management system to assist in effective case processing, management, and program evaluation				
Goal 4.3.1 – Implement new case management system (Law Manager) as part of information technology initiative			X	
Objective 4 – Develop and implement electronic case filing to allow appellants and agencies to file and receive documents electronically				
Goal 4.4.1 – Continue implementation of electronic case filing, as part of information technology initiative, so that parties will be able to file and receive case documents electronically by October 2003, as required by the Government Paperwork Elimination Act (GPEA)	X			
Objective 5 – Improve electronic access via the Internet and other available resources to MSPB case-related decisions, procedures and guidance				
Goal 4.5.1 – Make final Board decisions, reports and other publications, the MSPB Appeal Form and other forms, Board regulations, the OPE newsletter, and other information available on the MSPB Web site; provide information to customers in electronic form when requested	X			
Objective 6 – Identify, test, and implement, as appropriate, new technologies that will increase efficiency, reduce costs, and improve customer service				

PERFORMANCE REPORT SUMMARY				
Performance Goals and Objectives	Met	Substantially Met	Not Met	N/A
Goal 4.6.1 – Stay abreast of changes in technology and continue to assess all agency operations to determine where new or improved technologies have the potential to increase efficiency, reduce costs, and improve customer service; analyze costs and benefits; implement where practicable	X			
Strategic Plan Goal 5 To develop the MSPB’s human resources to ensure a continually improving, highly effective and efficient organization with the flexibility to meet program needs				
Objective 1 – Recruit, train, and retain skilled, highly motivated employees to effectively and efficiently accomplish the MSPB mission Objective 2 – Ensure that all employees and components of the MSPB work well together and integrate their efforts to accomplish the MSPB mission Objective 3 – Promote efficient and effective accomplishment of the MSPB mission by providing a work environment with workplace policies and programs that enable MSPB employees to excel				
Goal 5.1 – Strengthen the employee development and management development program by increasing the opportunity for details between offices and identifying candidates for professional development programs	X			

PERFORMANCE REPORT SUMMARY				
Performance Goals and Objectives	Met	Substantially Met	Not Met	N/A
Goal 5.2 – Allocate sufficient resources to employee training so that all employees can receive the training identified in their Individual Development Plans (IDPs)	X			
Goal 5.3 – Conduct a biennial legal conference for MSPB administrative judges and headquarters attorneys	X			
Goal 5.4 – Continue to provide a family-friendly workplace, including AWS schedules and flexiplace arrangements	X			
Goal 5.5 – Address succession planning (within the context of merit-based selections for positions) in office business plans	X			

GUIDE TO MSPB OFFICE FUNCTIONS AND ACRONYMS

All offices operate under the direction of the Chairman as CEO and report to the Chairman through the Chief of Staff, who also serves as Chief Information Officer.

- ORO** Office of Regional Operations – Manages the adjudicatory and administrative functions of the MSPB regional offices. Administrative judges in the regional offices adjudicate cases and issue initial decisions.
- ALJ** Office of the Administrative Law Judge – Adjudicates complaints filed by the Special Counsel, complaints filed by agencies against administrative law judges, and other assigned cases, and issues initial decisions.
- OAC** Office of Appeals Counsel – Prepares proposed final decisions for the Board on petitions for review (PFRs) of initial decisions.
- OCB** Office of the Clerk of the Board – Dockets cases received at headquarters and issues all Board decisions. Operates public information center, including responsibility for the MSPB Web site and other electronic information programs.
- OGC** Office of the General Counsel – Legal advisor to the Board. Conducts the Board’s litigation. Prepares proposed final decisions for the Board in certain assigned cases.
- OPE** Office of Policy and Evaluation – Conducts the Board’s governmentwide merit systems studies. Also conducts customer surveys.
- FAM** Financial and Administrative Management – Manages the MSPB financial and administrative programs, including budget, procurement, and contracting. Manages interagency agreements with APHIS Business Services for performance of HRM functions and with the National Finance Center (NFC) for payroll and other financial services.
- IRM** Information Resources Management – Manages the MSPB information technology programs. Principal advisor to CIO on IT matters. Responsible for technical requirements of information technology initiative and electronic information programs.
- OEEEO** Office of Equal Employment Opportunity – Manages the MSPB EEO program.

BUDGET ACTIVITY – ADJUDICATION: \$27.69 MILLION

<p>Strategic Plan Goal 1 To consistently provide fair, timely, and efficient adjudication of cases filed with the Board</p>		
<p>Objective 1 – Issue high quality decisions</p>		
<p>Performance Goals</p>	<p>Component</p>	<p>Experience</p>
<p>Goal 1.1.1 Maintain/reduce low percentage of cases decided by the Board on petition for review (PFR) that are reversed and/or remanded to MSPB judges for a new decision</p> <p>FY 2001 Goal – 12 % or less FY 2002 Goal – 10 % or less</p>	<p>Board, ORO/Regional Offices, ALJ</p>	<p>FY 1999 Actual – 15 % FY 2000 Actual – 12 % FY 2001 Actual – 12.6 %</p>

FY 2001 Results

This goal was met. The reversal/remand rate in FY 2001 was 12.6 percent—within 5 percent (0.6 divided by 12) of the goal. In accordance with OMB instructions for agency Performance Reports (OMB Circular A-11 (2001), section 232.6(c)), this goal is considered met because the performance goal was set months in advance at an approximate target level, and the deviation from that level is slight. The percentage of PFRs reversed and/or remanded to MSPB judges for a new decision has ranged from 10 percent to 15 percent in recent years (excluding FY 1998, when the initial decisions in a large number of consolidated retirement appeals involving entitlement to law enforcement officer credit were reversed), and the 12.6 percent reversal/remand rate in FY 2001 falls within the expected range. Although the MSPB believes that the result in FY 2001 is attributable to normal year-to-year variations, the goal established for FY 2002 assumes that, with continued management attention to this indicator of decision quality in the regional offices, results at the low end of the expected range can be achieved.

Performance Goals	Component	Experience
<p>Goal 1.1.2 Maintain/reduce low percentage of proposed decisions submitted by headquarters legal offices to the Board that are returned for rewrite</p> <p>FY 2001 Goal – 12 % or less FY 2002 Goal – 12 % or less</p>	<p>Board, OAC, OGC, OCB</p>	<p>FY 1999 Actual – 14 % FY 2000 Actual – 9 % FY 2001 Actual – 15 %</p>

FY 2001 Results

This goal was not met. The rewrite rate in FY 2001 was 15 percent—3 percentage points above the goal. The percentage of proposed decisions returned by the Board to headquarters legal offices for rewrite, however, has ranged from 8 percent to 17 percent in recent years, so the 15 percent rewrite rate for FY 2001 falls within the expected range. The Board has reevaluated the goal established last year for FY 2002 in light of the FY 2001 results and has concluded that there is no reason to believe that the headquarters legal offices can better the rewrite percentage in the near future. In addition, with the adjournment of the first session of the 107th Congress, the recess appointment of one Board member ended, leaving the Board with only two members. The term of one of those members expired March 1, 2002. While a Board member may serve for up to one year after the end of her term or until a successor is confirmed, whichever occurs first, there is a distinct possibility of a second vacancy in FY 2002. Because two new Board members may be appointed during FY 2002, it will be more difficult for the headquarters legal offices to forecast the Board members' views on issues in cases so as to reduce the percentage returned for rewrite. Accordingly, the goal for FY 2002 has been revised.

Performance Goals	Component	Experience
<p>Goal 1.1.3 Maintain low percentage of remands to the Board from the U.S. Court of Appeals for the Federal Circuit</p> <p>FY 2001 Goal – 7 % or less FY 2002 Goal – 7 % or less</p>	<p>Board, All Legal Offices</p>	<p>FY 1999 Actual – 4 % FY 2000 Actual – 4 % FY 2000 Actual – 4 %</p>

FY 2001 Results

This goal was met. The percentage of final Board decisions remanded upon review by the U.S. Court of Appeals for the Federal Circuit has ranged from 3 percent to 6 percent in recent years. The 4 percent remand rate in FY 2001 falls within the expected range. The goal established for FY 2002 assumes that results for this indicator of decision quality in the Board’s legal offices can be maintained within the expected range.

Performance Goals	Component	Experience
<p>Goal 1.1.4 Maintain high percentage of Board decisions unchanged on review by the U.S. Court of Appeals for the Federal Circuit (Court dismisses case or affirms Board decision)</p> <p>FY 2001 Goal – 93 % or greater FY 2002 Goal – 93 % or greater</p>	<p>Board, All Legal Offices</p>	<p>FY 1999 Actual – 93 % FY 2000 Actual – 96 % FY 2001 Actual – 96 %</p>

FY 2001 Results

This goal was met. The percentage of final Board decisions that remained unchanged (decision affirmed or case dismissed) upon review by the U.S. Court of Appeals for the Federal Circuit has ranged from 93 percent to 96 percent in recent years. The 96 percent rate achieved in FY 2001 is at the high end of the expected range and reflects normal year-to-year variations. The goal established for FY 2002 assumes that results for this indicator of decision quality in the Board’s legal offices can be maintained within the expected range.

Objective 2 – Issue timely decisions at both the regional office and Board headquarters levels		
Performance Goals	Component	Experience
<p>Goal 1.2.1</p> <p>Maintain average case processing time for initial decisions issued in regional offices</p> <p>FY 2001 Goal – 100 days or less</p> <p>FY 2002 Goal – 100 days or less</p>	<p>ORO/Regional Offices</p>	<p>FY 1999 Actual – 100 days</p> <p>FY 2000 Actual – 89 days</p> <p>FY 2001 Actual – 92 days</p>

FY 2001 Results

This goal was met. The average case processing time for initial decisions issued in the regional offices has ranged from 89 days to 108 days in recent years. The 92-day average case processing time achieved in FY 2001 falls in the lower part of the expected range. The goal for FY 2002 has been established to encourage continued timely case processing that will produce results in the historic range, assuming relative stability in case receipts and regional office staffing.

Performance Goals	Component	Experience
<p>Goal 1.2.2</p> <p>Maintain/reduce average case processing time for decisions on PFRs issued by the Board</p> <p>FY 2001 Goal – 200 days or less</p> <p>FY 2002 Goal – 195 days or less</p>	<p>Board, OAC, OGC, OCB</p>	<p>FY 1999 Actual – 222 days</p> <p>FY 2000 Actual – 176 days</p> <p>FY 2001 Actual – 214 days</p>

FY 2001 Results

This goal was met. The average case processing time for decisions on PFRs issued by the Board in FY 2001 was 214 days—within 7 percent (14 divided by 200) of the goal. In accordance with OMB instructions for agency Performance Reports (OMB Circular A-11 (2001), section 232.6(c)), this goal is considered met because the performance goal was set months in advance at an approximate target level, and the deviation from that level is slight. The 214-day average case processing time in FY 2001 falls within the range of recent years—121 days to 222 days. (The low end of that range, in FY 1996, reflects the fact that the Board was able to move a large number of PFRs involving the Postal Service restructuring through the adjudicatory process very quickly that year and is not considered a sustainable number. The 176-day average processing time achieved in FY 2000 is attributable, in part, to the fact that there was a vacancy on the 3-member Board for the last half of that fiscal year.) Although the 214-day average processing time in FY 2001 is an increase over the average processing time in the previous fiscal year, it actually reflects a significant achievement by the Board and the headquarters legal offices in closing a substantial number of overage cases during the fiscal year. When a large number of overage cases are closed, the effect is to *raise* the average case processing time. The FY 2001 result also reflects the fact that the Board had three members for most of FY 2001, while it had only two members for the last half of FY 2000. The number of rewrites requested by the Board also affects this goal. While the Board is clearly making progress in improving the processing of PFRs at headquarters (see especially the result for Goal 1.2.4), the goal for FY 2002 has been revised in view of the FY 2001 result but is still intended to provide continued encouragement to the headquarters legal offices to improve case processing times.

Performance Goals	Component	Experience
<p>Goal 1.2.3 Reduce average case processing time in the Office of the General Counsel for enforcement cases</p> <p>FY 2001 Goal – 170 days or less FY 2002 Goal – 150 days or less</p>	<p>Board, OGC</p>	<p>FY 1999 Actual – 206 days FY 2000 Actual – 206 days FY 2001 Actual – 224 days</p>

FY 2001 Results

This goal was not met. The 224-day average processing time for enforcement cases in OGC in FY 2001 slightly exceeds the top end of the range of recent years—163 days to 206 days. (Results were at the high end of that range in both FY 1999 and FY 2000.) Although the 224-day average processing time in FY 2001 is higher than in the two previous fiscal years, it actually reflects a significant achievement by OGC in closing a substantial number of overage enforcement cases during the fiscal year. When a large number of overage cases are closed, the effect is to *raise* the average case processing time. The goal for FY 2002 established last year remains unchanged and is intended to encourage further improvement in the OGC processing time for enforcement cases.

Performance Goals	Component	Experience
<p>Goal 1.2.4 Reduce number of cases pending at headquarters for more than 300 days</p> <p>FY 2001 Goal – 52 cases or fewer</p> <p>FY 2002 Goal – 48 cases or fewer</p>	<p>Board, OAC, OGC, OCB</p>	<p>FY 1999 Actual – 77 cases (not including 15 enforcement cases) pending more than one year (365 days) at year-end</p> <p>FY 2000 Actual – 53 cases pending more than 300 days at year-end (target was lowered from 365 days to 300 days midway through FY 2000 and enforcement cases, which generally take longer to process and were not previously included, were added)</p> <p>FY 2001 Actual – 45 cases pending more than 300 days at year-end</p>

FY 2001 Results

This goal was met. The result in FY 2001 reflects the continuing focus of the Board members and the headquarters legal offices on reducing the number of cases pending at headquarters for more than 300 days. The Chairman’s Chief Counsel held monthly case management meetings with representatives from the headquarters legal offices to review a list of cases currently pending more than 300 days and to discuss what could be done to expedite those cases. In addition, midway through FY 2001, the Chairman’s Chief Counsel began distributing a report showing cases that would be more than 300 days old on the last day of the fiscal year if they were not closed by that time. This continuing focus and action by all of the headquarters offices involved in processing cases brought about a substantial reduction from the 92 cases (including enforcement cases) pending for *more than one year* at the end of FY 1999 to the 45 cases pending for more than 300 days at the end of FY 2001. The goal for FY 2002 is intended to provide continued encouragement to the headquarters legal offices to reduce the number of pending overage cases.

Objective 3 – Hold increase in overall average case processing costs to no more than the percentage increase in operating costs, adjusted for the change in the number of decisions issued.		
Performance Goals	Component	Experience
<p>Goal 1.3.1 Use video conference hearings and telephone hearings, where appropriate, to reduce case processing costs</p> <p>FY 2001 Goal – Continue to hold video and telephone hearings in appropriate cases</p> <p>FY 2002 Goal – Continue to hold video and telephone hearings in appropriate cases</p>	<p>ORO/Regional Offices, ALJ, FAM</p>	<p>FY 1999 Actual – Video and telephone hearings held in appropriate cases</p> <p>FY 2000 Actual – Video and telephone hearings held in appropriate cases</p> <p>FY 2001 Actual – Video and telephone hearings held in appropriate cases</p>

FY 2001 Results

This goal was met. In FY 2001, 92 hearings were held by videoconference, down slightly from the 113 held in FY 2000. More videoconference hearings were scheduled but were cancelled when the cases settled prior to hearing. The goal for FY 2002 is intended to encourage continued use of the cost-saving video conferencing technology—as well as telephone hearings—while recognizing that their use may not be appropriate in all cases.

Performance Goals	Component	Experience
<p>Goal 1.3.2 Hold increase in overall average case processing costs to no more than the percentage increase in operating costs, adjusted for the changes in the number of decisions issued</p> <p>FY 2001 Goal – \$2,876 plus percentage increase in operating costs, adjusted for the changes in the number of decisions issued.</p> <p>FY 2002 Goal – \$2,820 plus percentage increase in operating costs, adjusted for the changes in the number of decisions issued</p>	<p>Board, All Legal Offices</p>	<p>FY 1999 Actual – \$2,775 FY 2000 Actual – \$2,876 (adjusted) FY 2000 Actual – \$2,820 (adjusted)</p>

FY 2001 Results

This goal was met. The average case processing cost in FY 2001—adjusted for year-to-year variations in the number of cases processed and to amortize the cost of the information technology initiative—was \$2,820. This number is slightly less than the adjusted average case processing cost in FY 2000. The goal established for FY 2002 calls for continuing to hold the increase in the average case processing cost to no more than the percentage increase in the operating costs that most affect case processing—salaries and benefits, travel expenses, and the cost of court reporting services—adjusted for year-to-year variations in the number of cases processed and to amortize the cost of the information technology initiative.

Objective 4 – Obtain customer input regarding the adjudicatory process		
Performance Goals	Component	Experience
<p>Goal 1.4.1 Continue to evaluate and implement, as appropriate, suggestions received from customer surveys regarding the adjudicatory process</p> <p>FY 2001 Goal – Evaluate responses to survey on bench decisions and video hearings and implement suggestions as appropriate</p> <p>FY 2002 Goal – Continue to conduct customer surveys and implement suggestions as appropriate</p>	<p>Board, All Legal Offices, OPE</p>	<p>FY 1999 Actual – Revised PFR Form in response to suggestions from customer survey</p> <p>FY 2000 Actual – Conducted survey on experience of parties and MSPB judges with bench decisions and video hearings</p> <p>FY 2001 Actual – Evaluated and published results of survey on experience of parties and MSPB judges with bench decisions and video hearings; bench decisions and video hearings are now incorporated into MSPB adjudicatory procedures</p>

FY 2001 Results

This goal was met. The Board completed its evaluation of the survey on bench decisions and video hearings in FY 2001 and has now incorporated bench decisions and video hearings into its adjudicatory procedures on a permanent basis. Also in FY 2001, the MSPB applied for and received blanket authorization from OMB under the Paperwork Reduction Act to conduct customer surveys. Each survey instrument, however, must be submitted to OMB for review before the survey is conducted. This goal reflects the fact that continuing solicitation and evaluation of customer feedback is an important element of improved performance.

Performance Goals	Component	Experience
<p>Goal 1.4.2</p> <p>Evaluate suspended case pilot program to determine impact of allowing additional time for discovery and settlement efforts</p> <p>FY 2001 Goal – Continue suspended case pilot program, and begin process of evaluation of pilot, including cost savings, using customer surveys as appropriate; make recommendation as to whether program should be continued, modified, or terminated</p> <p>FY 2002 Goal – Based on evaluation of pilot program and recommendations submitted to the Chairman in FY 2001, decide whether to make program permanent or discontinue it</p>	<p>OPE, ORO/Regional Offices</p>	<p>FY 1999 Actual – Not applicable</p> <p>FY 2000 Actual – Suspended case pilot program implemented</p> <p>FY 2001 Actual – Suspended case pilot program evaluated and recommendations submitted to the Chairman—recommended making program permanent and soliciting customer comment when regulations are published</p>

FY 2001 Results

This goal was met. The suspended case pilot program, launched early in FY 2000, was intended to test whether allowing extended time for the parties to engage in discovery and settlement efforts could improve the Board’s case processing. The evaluation conducted in FY 2001 suggested that the program facilitates due process while maintaining controls to ensure timely processing of appeals, and the report submitted to the Chairman recommended making the program permanent. The Board approved this recommendation early in FY 2002. The Board issued a *Federal Register* notice amending its adjudicatory regulations to incorporate the suspended case procedures on January 28, 2002, and requested customer comments by March 29, 2002.

<p>Strategic Plan Goal 2 To make effective use of alternative methods of dispute resolution in Board proceedings and to promote through education, outreach, and other appropriate means the use of alternative methods of dispute resolution and avoidance in the early stages of a dispute</p>		
<p>Objective 1 – Continue the successful use of alternative dispute resolution (ADR) procedures in MSPB proceedings at both the regional office and Board headquarters levels</p>		
Performance Goals	Component	Experience
<p>Goal 2.1.1 Maintain rate of settlement of initial appeals that are not dismissed at 50 % or higher FY 2001 Goal – 50 % or higher FY 2002 Goal – 50 % or higher</p>	<p>ORO/Regional Offices</p>	<p>FY 1999 Actual – 53 % FY 2000 Actual – 55 % FY 2001 Actual – 57 %</p>

FY 2001 Results

This goal was met. The settlement rate for initial appeals that are not dismissed has ranged from 50 percent to 55 percent in recent years. The settlement rate increased slightly to 57 percent in FY 2001. The goal for FY 2002 has been established to maintain the historic settlement rate of 50 percent or higher.

Performance Goals	Component	Experience
<p>Goal 2.1.2 Maintain rate of settlement of cases selected for PFR Settlement Program at 25 % or higher FY 2001 Goal – 25 % or higher FY 2002 Goal – 25 % or higher</p>	<p>OAC</p>	<p>FY 1999 Actual – 27 % FY 2000 Actual – 24 % FY 2001 Actual – 27 %</p>

FY 2001 Results

This goal was met. The settlement rate for petitions for review (PFRs) selected for the PFR Settlement Program at headquarters has ranged from 21 percent to 29 percent since its inception in FY 1994. The rate of 27 percent achieved in FY 2001 falls within that historic range. The goal established for FY 2002 is intended to encourage OAC to work for results at the higher end of the historic range.

Performance Goals	Component	Experience
<p>Goal 2.1.3 Calculate savings in case processing costs attributable to settlement programs</p> <p>FY 2001 Goal – By September 30, develop methodology for calculating what case processing costs would have been absent MSPB settlement programs; test methodology using case processing data from past years; develop estimates of cost savings</p> <p>FY 2002 Goal – Using methodology for calculating what case processing costs would have been absent MSPB settlement programs (developed in FY 2001), calculate estimate of cost savings</p>	<p>ORO/Regional Offices, OAC, FAM</p>	<p>FY 1999 Actual – Not applicable</p> <p>FY 2000 Actual – Not applicable</p> <p>FY 2001 Actual – Methodology for calculating what case processing costs would have been absent MSPB settlement programs was developed and tested; annual cost savings calculated to be approximately \$4.2 million</p>

FY 2001 Results

This goal was met. The methodology developed by FAM reflects the fact that cost savings are achieved by MSPB settlement programs because fewer hearings are held, the total case processing time is shorter, and fewer initial appeals are brought to the Board on petition for review (PFR). The initial calculation made by FAM using the new methodology produced an estimated cost savings of \$4.2 million annually. FAM will continue to make this calculation annually.

Objective 2 – Promote the use of ADR procedures in the early stages of a dispute in order to resolve appealable matters at the lowest practicable level and reduce the costs of conflict		
Performance Goals	Component	Experience
<p>Goal 2.2.1</p> <p><u>If legislation authorizing the MSPB to conduct voluntary early intervention ADR pilot program is enacted in FY 2002 and funds are appropriated for FY 2003:</u></p> <p>Implement voluntary early intervention ADR pilot program</p> <p>FY 2001 Goal – Establish ADR Working Group to identify ADR resources and determine needs with respect to training, outreach, and other implementation matters</p> <p>FY 2002 Goal – Continue work of ADR Working Group with respect to ADR training, outreach, and other implementation matters</p>	<p>Chairman, All Legal Offices, OPE</p>	<p>FY 1999 Actual – Not applicable</p> <p>FY 2000 Actual – Not applicable</p> <p>FY 2001 Actual – Not applicable (but see results for FY 2001 under Goal 2.2.3)</p>

FY 2001 Results

Because legislation authorizing the MSPB to conduct a voluntary early intervention ADR pilot program was not enacted in FY 2001, this goal is *not applicable* to the year covered by this report. (A bill, H.R. 1965, was introduced but was not acted on during the 1st session of the 107th Congress.) Until this legislation is enacted, the MSPB cannot proceed with testing ADR methods in the *early* stages of a personnel dispute, i.e., before a formal appeal has been filed with the Board. It can, however, continue to use ADR methods to attempt to settle cases *after* an appeal has been filed. During FY 2001, the MSPB established an ADR Working Group, which met with ADR experts, prepared a statement of work for mediation training and development of an ADR program, and selected a contractor. Work with the contractor began early in FY 2002. (Also see Goal 2.2.3 below.)

Performance Goals	Component	Experience
<p>Goal 2.2.2 <u>If legislation authorizing the MSPB to conduct voluntary early intervention ADR pilot program is enacted in FY 2002 and funds are appropriated for FY 2003:</u> Develop a well regarded capability to fully participate in ADR case work, which is used by appellants and agencies, and results in less litigation FY 2001 Goal – Not applicable FY 2002 Goal – Not applicable</p>	<p>Chairman, All Legal Offices, FAM</p>	<p>FY 1999 Actual – Not applicable FY 2000 Actual – Not applicable FY 2001 Actual – Not applicable</p>

FY 2001 Results

Because legislation authorizing the MSPB to conduct a voluntary early intervention ADR pilot program was not enacted in FY 2001, this goal is *not applicable* to the year covered by this report. (A bill, H.R. 1965, was introduced but was not acted on during the 1st session of the 107th Congress.)

Performance Goals	Component	Experience
<p>Goal 2.2.3 <u>If legislation authorizing the MSPB to conduct voluntary early intervention ADR pilot program is NOT enacted:</u></p> <p>Conduct outreach focused on agency decision makers, emphasizing the benefits of early use of ADR and providing information on both the Board's ADR initiatives and other ADR processes that are available</p> <p>FY 2001 Goal – Establish ADR Working Group; train initial group of MSPB employees in use of ADR techniques; work with OPM to obtain better access to agency decision makers to discuss benefits of ADR; coordinate outreach on ADR directly with agencies and with OSC, FLRA, and EEOC</p> <p>FY 2002 Goal – Incorporate ADR techniques into current settlement programs; continue work of ADR Working Group with respect to ADR training, outreach, and other implementation matters; within available resources, continue to emphasize benefits of early use of ADR through outreach activities; work with OPM to obtain better access to agency decision makers to discuss benefits of ADR; coordinate outreach on ADR directly with agencies and with OSC, FLRA, and EEOC</p>	<p>Chairman, All Legal Offices</p>	<p>FY 1999 Actual – Assisted in training agency personnel to recognize and attempt to resolve disputes in their early stages; promoted MSPB ADR initiatives and processes in such forums as the Federal Dispute Resolution Conference, OPM executive training seminars, Public Administration Forum training, Employee Law Institute training, and Federal radio talk show</p> <p>FY 2000 Actual – Same as in FY 1999</p> <p>FY 2001 Actual – Conducted mediation training at MSPB Legal Conference; continued to promote ADR through various outreach appearances by MSPB officials; met with OSC, FLRA, and EEOC to discuss outreach on ADR and other matters; established ADR Working Group, which met with ADR experts, prepared statement of work for mediation training and development of an ADR program, and selected contractor</p>

FY 2001 Results

This goal was met. It reflects the initiatives the MSPB is undertaking to continue promoting the use of ADR to resolve Federal personnel disputes, even though legislation authorizing the Board to conduct a voluntary early intervention ADR pilot program has *not* been enacted. During FY 2001, the MSPB established an ADR Working Group, which met with ADR experts, prepared a statement of work for mediation training and development of an ADR program, and selected a contractor. Work with the contractor began early in FY 2002. In addition, mediation training was conducted at the MSPB legal conference in May 2001. MSPB officials continued to promote ADR through various outreach appearances and met with representatives of the Office of Special Counsel (OSC), Federal Labor Relations Authority (FLRA), and Equal Employment Opportunity Commission (EEOC) to discuss outreach on ADR and other matters.

Objective 3 – Provide governmentwide leadership in the use of ADR to resolve Federal personnel disputes		
Performance Goals	Component	Experience
<p>Goal 2.3.1</p> <p>Conduct customer surveys, with OMB approval, to determine awareness of MSPB ADR initiatives and use of MSPB-provided ADR services</p> <p>FY 2001 Goal – Not applicable</p> <p>FY 2002 Goal – Not applicable</p>	OPE	<p>FY 1999 Actual – Not applicable</p> <p>FY 2000 Actual – Not applicable</p> <p>FY 2001 Actual – Not applicable</p>

FY 2001 Results

Because legislation authorizing the MSPB to conduct a voluntary early intervention ADR pilot program was not enacted in FY 2001, this goal is *not applicable* to the year covered by this report. (A bill, H.R. 1965, was introduced but was not acted on during the 1st session of the 107th Congress.) The Board intends to defer conducting customer surveys to determine awareness of MSPB ADR initiatives and use of MSPB-provided ADR services until after enactment of the legislation authorizing the voluntary early intervention ADR program so that customers can be surveyed with respect to that program as well as the Board’s longstanding programs for settlement of cases after they have been filed with the Board.

BUDGET ACTIVITY – MERIT SYSTEMS STUDIES: \$0.97 MILLION

<p>Strategic Plan Goal 3 To provide information, analyses, and recommendations on Federal personnel programs, policies, and initiatives to policymakers, Federal agencies and employees, and others with an interest in Federal human resources management</p>		
<p>Objective 1 – Conduct governmentwide merit systems studies that provide information on, and analyses of, the state of Federal merit systems and the Federal workforce to policymakers, Federal agencies and employees, and others with an interest in Federal human resources management; and make recommendations for improving the Federal Government’s ability to implement and maintain effective human resources management programs, policies, and practices that adhere to the merit system principles</p>		
Performance Goals	Component	Experience
<p>Goal 3.1.1 Conduct studies of relevant human resources management issues in the Federal Government and issue reports with relevant recommendations FY 2001 Goal – Continue to conduct program of merit systems studies that provide useful data, analyses, and recommendations; publish 4 major reports and 4 issues of newsletter FY 2002 Goal – Same as in FY 2001</p>	<p>Board, OPE</p>	<p>FY 1999 Actual – Conducted ongoing program of merit systems studies, including issuance of 2 major reports and 4 editions of newsletter, and responses to more than 200 individual and institutional requests for data runs, advisory assistance and other studies-related information FY 2000 Actual – See next page FY 2001 Actual – See next page</p>

Performance Goals	Component	Experience
<p>Goal 3.1.1 (continued)</p> <p>Conduct studies of relevant human resources management issues in the Federal Government and issue reports with relevant recommendations</p>	<p>Board, OPE</p>	<p>FY 2000 Actual – Conducted ongoing program of merit systems studies, including issuance of 2 major reports and 5 editions of newsletter; responded to about 250 individual and institutional requests for data runs, advisory assistance and other studies-related information</p> <p>FY 2001 Actual – Conducted ongoing program of merit systems studies, including issuance of 1 major study report and 4 editions of newsletter (3 additional major study reports were completed and submitted to the Board for approval); responded to about 250 individual and institutional requests for data runs, advisory assistance and other studies-related information</p>

FY 2001 Results

This goal was substantially met. The ongoing program of merit systems studies continued to be conducted, and 4 major study reports were completed and submitted to the Board for approval in FY 2001. One of these reports—on the Presidential Management Intern Program—was issued during the fiscal year (August 2001). The other three reports remained pending before the Board at the end of the fiscal year; these reports were approved early in FY 2002 and were released in January and February 2002. In addition to the major study reports, 4 editions of the *Issues of Merit* newsletter were published. The MSPB also continues to receive special requests for studies-related information, data, advice, and analyses from other Federal agencies, congressional staff, academicians, and members of the media. In FY 2001, the MSPB responded to about 250 such requests (in addition to requests for publications).

Performance Goals	Component	Experience
<p>Goal 3.1.2</p> <p>Ensure that reports of studies are made widely available, particularly to target audiences, and disseminate findings through such means as personal appearances, personal contacts, publication of articles by OPE staff, and collaborations with other research organizations to increase impact of studies.</p> <p>FY 2001 Goal – Combined total of 50,000 copies of studies-related products to be distributed in printed form and downloaded from the MSPB Web site and other Web sites; maintain level of presentations, published articles, and ongoing contacts similar to preceding 2 years; compile list of outreach activities conducted</p> <p>FY 2002 Goal – Combined total of 60,000 copies of studies-related products to be distributed in printed form and downloaded from the MSPB Web site and other Web sites; maintain level of presentations, published articles, and ongoing contacts; compile list of outreach activities conducted</p>	<p>OPE</p>	<p>FY 1999 Actual – Approximately 15,800 copies of reports and newsletters distributed; estimated 30,000 downloads from the MSPB Web site and other Web sites; approximately 20 formal presentations made to groups; 4 articles by OPE staff published in professional journals; ongoing contacts with appropriate individuals and organizations maintained</p> <p>FY 2000 Actual – Approximately 12,000 copies of reports and newsletters distributed; estimated 35,000 downloads from the MSPB Web site and other Web sites; over 30 formal presentations made to groups; 3 articles by OPE staff published in professional journals; ongoing contacts similar to FY 1999</p> <p>FY 2001 Actual – More than 55,000 copies of reports and newsletters distributed in printed form and downloaded from the MSPB Web site and other Web sites; over 30 formal presentations made to groups; more than 500 discussions with individuals</p>

FY 2001 Results

This goal was met. The goal for distribution of studies-related products in FY 2001 was exceeded, with a combined total of more than 55,000 reports and newsletters distributed to individuals and organizations in printed form or downloaded from the MSPB web site and other web sites, including those of the Federal Personnel Management Institute (FPMI), Fedweek, and FirstGov. Members of the OPE staff also made more than 30 formal presentations to a variety of audiences interested in Federal public administration issues (not including OPE participation in more than 50 meetings involving groups working in the Federal human resources arena). OPE staff members also engaged in more than 500 discussions with individuals working in the area of public administration to provide either the results of OPE research efforts or to share OPE perspectives on issues related to Federal human resources management.

Performance Goals	Component	Experience
<p>Goal 3.1.3</p> <p>Evaluate impact of studies through feedback from customer surveys, including formal surveys every 2 to 3 years, informal surveys (e.g., focus groups), and volunteered feedback (e.g., letters and e-mailed comments)</p> <p>FY 2001 Goal – Conduct formal survey that repeats key questions of earlier customer surveys and earns 85 % or higher approval rating; evaluate responses and implement improvement efforts as appropriate</p> <p>FY 2002 Goal – Conduct formal survey that repeats key questions of earlier customer surveys</p>	<p>OPE</p>	<p>FY 1999 Actual – Results of formal customer survey published; results showed 85 % or better agreement on key questions of relevance, usefulness, and practicality of findings and recommendations in studies</p> <p>FY 2000 Actual – Informal survey results and volunteered feedback remained positive</p> <p>FY 2001 Actual – Submitted request for blanket authority to conduct customer surveys to OMB and received approval; submitted survey instrument to OMB for review</p>

FY 2001 Results

This goal was not met. In preparation for conducting various surveys, including a survey of customers of the Board’s studies-related products, the MSPB sought approval from OMB under the Paperwork Reduction Act (PRA) in FY 2001 to reinstate blanket approval for the Board to conduct customer surveys. A notice of intent to engage in an information collection under the PRA was published in the *Federal Register* in March 2001, and the request for blanket authorization for customer surveys was submitted to OMB in May 2001. Approval was received near the end of FY 2001 but with the condition that each survey instrument be submitted to OMB for review before the survey can be conducted. The survey instrument for the survey of customers of the Board’s studies-related products was pending before OMB at the end of the fiscal year. Approval was received in the first quarter of FY 2002, and the survey instrument was distributed in December 2001. Because this survey was not conducted in FY 2001, the goal for FY 2002 has been revised to show that the survey will be conducted in FY 2002; evaluation of the survey results will take place in FY 2003.

Performance Goals	Component	Experience
<p>Goal 3.1.4 Evaluate impact of studies through other appropriate means, such as tracking use of recommendations and tracking references to studies in policy papers, professional literature, and the media</p> <p>FY 2001 Goal – Recommendations in studies are used and opinion makers cite them in policy papers, professional literature, and the media</p> <p>FY 2002 Goal – Same as in FY 2001</p>	<p>OPE</p>	<p>FY 1999 Actual – MSPB studies continued to have large and positive impact, as measured by references in professional literature, media, and respected research organizations</p> <p>FY 2000 Actual – Same as in FY 1999</p> <p>FY 2001 Actual – List of citations and references to MSPB studies and recommendations by Congress, GAO, NAPA, the professional literature, the media, and other credible sources was developed, indicating that MSPB studies continued to have large and positive impact</p>

FY 2001 Results

This goal was met. During FY 2001, the OPE staff instituted formal tracking of citations and references to MSPB studies and recommendations by Congress, GAO, NAPA, the professional literature, the media, and other credible sources. The results confirm that MSPB studies continue to have a large and positive impact in the Federal human resources management arena. The goal for FY 2002 calls for continued tracking of these measures of the impact of the Board’s studies.

Objective 2 – Determine through merit systems studies the extent to which Executive Branch departments and agencies operate in a manner consistent with the statutory merit system principles and the extent to which prohibited personnel practices occur in the Federal workplace		
Performance Goals	Component	Experience
<p>Goal 3.2.1</p> <p>Conduct a triennial Merit Principles Survey, including questions intended to determine whether agencies adhere to the merit system principles and the extent to which prohibited personnel practices occur in the workplace, and report findings</p> <p>FY 2001 Goal – Continue analyzing and evaluating results of 2000 Merit Principles Survey; issue report(s)</p> <p>FY 2002 Goal – Issue report on 2000 Merit Principles Survey</p>	Board, OPE	<p>FY 1999 Actual – Not applicable</p> <p>FY 2000 Actual – Merit Principles Survey conducted; analyzing and evaluating results begun</p> <p>FY 2001 Actual – Completed analyzing and evaluating results of the 2000 Merit Principles Survey; released findings through the <i>Issues of Merit</i> newsletter and OPE staff presentations and discussions</p>

FY 2001 Results

This goal was substantially met. Although the final report on the 2000 Merit Principles Survey was not issued during FY 2001, the analysis and evaluation of the survey results were completed and selected findings from the survey were released, primarily through several editions of the *Issues of Merit* newsletter. In addition, OPE staff made a number of presentations to and held discussions with agency personnel regarding the findings of this survey. Because the survey findings had been disseminated through these methods, OPE staff placed a higher priority on completing other merit systems studies reports by the end of FY 2001. OPE anticipates issuing a final report on the 2000 Merit Principles Survey during FY 2002. Because the final report was not issued during FY 2001, that part of the goal has been carried over to FY 2002.

BUDGET ACTIVITY - MANAGEMENT SUPPORT: \$3.07 MILLION

Strategic Plan Goal 4 To strengthen the MSPB's internal systems and processes to support a continually improving, highly effective and efficient organization with the flexibility to meet program needs		
Objective 1 – Develop and implement a MSPB strategic plan, with appropriate annual performance goals, objectives and measures, to direct individual and organizational efforts		
Performance Goals	Component	Experience
<p>Goal 4.1.1</p> <p>Develop and submit strategic plan and performance plans that meet the requirements of GPRA and are satisfactory to OMB and the Congressional committees with jurisdiction over the MSPB; assess performance in relation to performance goals</p> <p>FY 2001 Goal – Complete and submit revised Strategic Plan (FY 2001-2006); submit Performance Plan for FY 2001 (revised) and FY 2002 that meet the requirements of GPRA and satisfy OMB and Congressional committees with jurisdiction over the MSPB; assess performance (FY 2000 Performance Report)</p> <p>FY 2002 Goal – Submit Performance Plan for FY 2002 (revised) and FY 2003 that meets the requirements of GPRA and satisfies OMB and Congressional committees with jurisdiction over the MSPB; assess performance (FY 2001 Performance Report)</p>	<p>Chairman, Chief of Staff, FAM – based on plans developed by All Offices</p>	<p>FY 1999 Actual – Submitted FY 2000 Performance Plan (as part of FY 2000 Budget Justification); discussed with OMB</p> <p>FY 2000 Actual – Submitted revised FY 2000 Performance Plan and FY 2001 Performance Plan; submitted FY 1999 Performance Report; began major revision of Strategic Plan</p> <p>FY 2001 Actual – Completed and submitted revised Strategic Plan, FY 2001-2006; submitted Performance Plan for FY 2001-2002; submitted FY 2000 Performance Report</p>

FY 2001 Results

This goal was met. The revised Strategic Plan, FY 2001-FY 2006, and the Performance Plan for FY 2001-FY 2002 were submitted to OMB in draft form in November 2000, and the final plans were submitted to both OMB and Congress when the President's FY 2002 budget was transmitted to Congress. The FY 2000 Performance Report was submitted on schedule in March 2001. No concerns were raised by either OMB or Congress.

Objective 2 – Allocate resources in support of mission requirements with flexibility to meet changes in workload and agency priorities		
Performance Goals	Component	Experience
<p>Goal 4.2.1 Coordinate requirements of all offices, determine priorities, and allocate appropriated funds so that mission requirements are met; make interim changes as necessary to respond to changes in workload and other external factors</p> <p>FY 2001 Goal – Determine priorities and allocate resources to meet mission requirements and goals of Performance Plan; meet with senior staff regularly to review progress; require senior staff to submit business plans for FY 2002</p> <p>FY 2002 Goal – Determine priorities and allocate resources to meet mission requirements and goals of Performance Plan; meet with senior staff regularly to review progress; require senior staff to submit business plans for FY 2003</p>	<p>Chairman, Chief of Staff, FAM</p>	<p>FY 1999 Actual – Resources allocated and mission requirements met</p> <p>FY 2000 Actual – Resources allocated and mission requirements met; senior staff required to submit business plans for FY 2001</p> <p>FY 2001 Actual – Resources allocated and mission requirements met; mid-year reviews held; senior staff submitted business plans for FY 2002, and some were subsequently revised</p>

FY 2001 Results

This goal was met. During FY 2001, funds were carefully allocated to provide for the continued efficient performance of the Board's statutory mission, as well as for the continuation of information technology improvements. For the second consecutive year, office directors were required to submit office business plans that provide the basis for the office's improvement agenda; some were subsequently revised. In addition, the Chief of Staff held mid-year reviews with office directors to review progress.

Objective 3 – Develop and implement an integrated and updated automated agency-wide case management system to assist in effective case processing, management, and program evaluation		
Performance Goals	Component	Experience
<p>Goal 4.3.1 Implement new case management system (Law Manager) as part of information technology initiative</p> <p>FY 2001 Goal – Test prototype in May 2001, and make adjustments as necessary, and implement Law Manager by September 2001</p> <p>FY 2002 Goal – Implement Law Manager; make adjustments as necessary, based on user experiences</p>	<p>Chairman, Chief of Staff, OCB, IRM, FAM</p>	<p>FY 1999 Actual – General requirements for new case management system developed; vendors evaluated and Law Manager selected as new case management system</p> <p>FY 2000 Actual – Detailed requirements finalized and work with vendor begun; first prototype delivered</p> <p>FY 2001 Actual – Prototype tested and adjusted</p>

FY 2001 Results

This goal was not met. While the prototype of Law Manager was tested and adjusted during FY 2001, the system was not implemented during the fiscal year. The change in contractors for the overall information technology initiative (as reported in the MSPB FY 2000 Performance Report) resulted in a greater delay in the schedule for implementing Law Manager than was originally anticipated. The project requirements proved more complicated than the new contractor anticipated, and the project was further delayed by turnover in the contractor's staff, which resulted in delays while contractor staff were retrained. The target date for implementation of Law Manager is now Spring 2002. The goal for FY 2002 has been revised accordingly.

Objective 4 – Develop and implement electronic case filing to allow appellants and agencies to file and receive documents electronically		
Performance Goals	Component	Experience
<p>Goal 4.4.1 Continue implementation of electronic case filing, as part of information technology initiative, so that parties will be able to file and receive case documents electronically by October 2003, as required by the Government Paperwork Elimination Act (GPEA)</p> <p>FY 2001 Goal – Make adjustments in document management system as necessary, based on user experiences; develop requirements for electronic filing by parties</p> <p>FY 2002 Goal – Make adjustments in document management system as necessary, based on user experiences; implement pilot electronic filing system</p>	<p>Chairman, Chief of Staff, OCB, IRM, FAM</p>	<p>FY 1999 Actual – Detailed requirements developed; vendors evaluated and DocsOpen selected as document management system</p> <p>FY 2000 Actual – Document management and document assembly systems implemented</p> <p>FY 2001 Actual – Adjustments made in document management and document assembly systems to provide interface with Law Manager and Lotus Notes; fill-in versions of Appeal Form and PFR Form developed and placed on Web site; work on revising Appeal Form to provide basis for on-line electronic appeals process begun; Action Plan for implementation of on-line electronic appeals process developed and distributed internally; meeting with potential contractors to develop on-line electronic appeals process begun</p>

FY 2001 Results

This goal was met. Although *final* detailed requirements for electronic filing by parties were not developed by the end of FY 2001, general requirements were agreed upon, an Action Plan for implementation of an on-line electronic appeals process was developed, and the first meeting with a potential contractor to develop the electronic appeals process was held. In addition, substantial progress was made in revising the current MSPB Appeal Form, which will form the basis for an electronic appeals process in an interview format. As an interim measure, new fill-in electronic versions of the current Appeal Form and PFR Form were developed and posted to the MSPB Web site, allowing users to complete these forms on a PC, print them, and mail or FAX them to the appropriate Board office. Also during FY 2001, the document management system (DocsOpen) and document assembly system (HotDocs) were revised to provide for an interface with both the new case management system (Law Manager) and Lotus Notes. Such integration among the systems is a prerequisite to filing and receiving case documents electronically. The MSPB remains on track to make electronic filing and receipt of case documents available to the Board's customers by the October 2003 deadline established by the GPEA.

Objective 5 – Improve electronic access via the Internet and other available resources to MSPB case-related decisions, procedures and guidance		
Performance Goals	Component	Experience
<p>Goal 4.5.1 Make final Board decisions, reports and other publications, the MSPB Appeal Form and other forms, Board regulations, the OPE newsletter, and other information available on the MSPB Web site; provide information to customers in electronic form when requested</p> <p>FY 2001 Goal – Continue to provide all information as before on the MSPB Web site and add new information in response to customer needs; continue to provide information to customers in electronic form when requested</p> <p>FY 2002 Goal – Continue to provide all information as before on the MSPB Web site and add new information in response to customer needs; continue to provide information to customers in electronic form when requested</p>	<p>Chairman, Chief of Staff, OCB, IRM</p>	<p>FY 1999 Actual – The MSPB Web site (launched in 1994) continued to provide access to final Board decisions, reports and other publications, the MSPB Appeal Form and other forms, Board regulations, the OPE newsletter, and other information; information provided to customers in electronic form when requested</p> <p>FY 2000 Actual – Redesigned MSPB Web site launched; continued to provide all information as before, but new search tool for Board decisions included, and link to GPO Access files of Board regulations replaced by MSPB files that are continuously updated as regulations are revised; information provided to customers in electronic form when requested</p> <p>FY 2001 Actual – See next page</p>

Performance Goals	Component	Experience
<p>Goal 4.5.1 (continued) Make final Board decisions, reports and other publications, the MSPB Appeal Form and other forms, Board regulations, the OPE newsletter, and other information available on the MSPB Web site; provide information to customers in electronic form when requested</p>	<p>Chairman, Chief of Staff, OCB, IRM</p>	<p>FY 2001 Actual – Began adding final precedential Board decisions issued from inception of MSPB (1979) to 1994 to the decisions database on the MSPB Web site; testing of listservs for decisions and studies completed and implementation begun; fill-in versions of Appeal Form and PFR Form developed and placed on Web site; conversion to electronic distribution of decisions to publishers completed; information provided to customers in electronic form when requested</p>

FY 2001 Results

This goal was met. The MSPB continued to enhance its Web site in FY 2001. While all final precedential Board decisions have been posted to the Web site since it was launched in 1994, decisions issued prior to 1994 were not included. In FY 2001, the MSPB began an extended process of posting to the Web site electronic files of key precedential Board decisions (those cited in subsequent Board cases) issued from the inception of the MSPB in 1979 to 1994; decisions issued in 1979 and 1980 were posted during the fiscal year. By the end of FY 2001, testing of the two listservs developed for the MSPB by its Web site host (the Government Printing Office) had been completed and implementation begun. (Implementation was completed in November 2001.) One listserv provides subscribers electronic copies of Board decisions as they are posted; the other provides subscribers the *Issues of Merit* newsletter and information about MSPB studies. Also in FY 2001, the electronic versions of the MSPB Appeal Form and PFR Form on the Web site were replaced by new fill-in versions, allowing users to complete these forms on a PC, print them, and mail or FAX them to the appropriate MSPB office. Electronic distribution of Board decisions to publishers was completed in FY 2001, with two more publishers added to the three that began to receive decisions electronically in FY 2000. In addition, the Office of Special Counsel converted to electronic receipt of Board decisions. The MSPB continued to provide information to customers in electronic form when requested.

Objective 6 – Identify, test, and implement, as appropriate, new technologies that will increase efficiency, reduce costs, and improve customer service		
Performance Goals	Component	Experience
<p>Goal 4.6.1</p> <p>Stay abreast of changes in technology and continue to assess all agency operations to determine where new or improved technologies have the potential to increase efficiency, reduce costs, and improve customer service; analyze costs and benefits; implement where practicable</p> <p>FY 2001 Goal – Evaluate Lotus Notes 5 and implement if practicable and beneficial; evaluate wide area network (WAN) performance and implement recommendations if cost effective</p> <p>FY 2002 Goal – Convert Oracle databases and Lotus Notes to UNIX servers from Windows NT; provide additional capabilities to end-users through release 5 of Lotus Notes; continue to evaluate network performance and make recommendations for improvements as needed</p>	<p>Chairman, Chief of Staff (CIO), IRM, FAM</p>	<p>FY 1999 Actual – Provided scanners to all MSPB locations; began evaluation of laptop/docking station technology</p> <p>FY 2000 Actual – Provided new PCs to all employees, including laptop/docking station PCs to flexiplace employees; implemented new versions of Netware, MS Windows, MS Word (WORD '97), and Zen Works (remote software distribution)</p> <p>FY 2001 Actual – Lotus Notes 5 evaluated and implementation approved— implementation scheduled for Spring 2002; network study completed and enhancements begun—headquarters upgrades completed</p>

FY 2001 Results

This goal was met. Release 5 of Lotus Notes was evaluated and approved for implementation; this release is needed to provide an interface with the new case management system (Law Manager) and is scheduled for implementation in connection with the implementation of Law Manager in the Spring of 2002. The network study was also completed and enhancements begun; upgrades at headquarters were completed, and those in the regional and field offices were completed by the end of December 2001. The goal for FY 2002 has been revised to show the specific improvements in technology that are now scheduled for implementation in FY 2002, including the conversion to a UNIX server from Windows NT and the upgrade to Oracle 8i.

Strategic Plan Goal 5

To develop the MSPB's human resources to ensure a continually improving, highly effective and efficient organization with the flexibility to meet program needs

Objective 1 – Recruit, train, and retain skilled, highly motivated employees to effectively and efficiently accomplish the MSPB mission

Objective 2 – Ensure that all employees and components of the MSPB work well together and integrate their efforts to accomplish the MSPB mission

Objective 3 – Promote efficient and effective accomplishment of the MSPB mission by providing a work environment with workplace policies and programs that enable MSPB employees to excel

Performance Goals	Component	Experience
<p>Goal 5.1 Strengthen the employee development and management development program by increasing the opportunity for details between offices and identifying candidates for professional development programs</p> <p>FY 2001 Goal – Send 6 employees to OPM’s Management Development Centers; send 2 employees to Federal Executive Institute (FEI); provide two 3-month details between regional and headquarters offices; continue details to Board members’ offices; continue detail for Expedited PFR Pilot Program</p> <p>FY 2002 Goal – Send 6 employees to OPM’s Management Development Centers; send 1 employee to FEI; continue detail for Expedited PFR Pilot Program; provide other details as practicable</p>	<p>Chief of Staff, FAM, All Offices</p>	<p>FY 1999 Actual – 5 employees sent to OPM’s Management Development Centers; OAC attorneys detailed on rotating basis to Vice Chairman, which gave each employee a broader understanding of the various MSPB organizations and how they interact</p> <p>FY 2000 Actual – 6 employees sent to OPM’s Management Development Centers; OAC attorneys detailed to Vice Chairman/Acting Chairman on rotating basis, which gave each employee a broader understanding of the various MSPB organizations and how they interact; OAC attorneys detailed on rotating basis to OCB for Expedited PFR Pilot Program</p> <p>FY 2001 Actual - 6 employees sent to OPM’s Management Development Centers and 4 employees sent to Federal Executive Institute (FEI); 1 OAC attorney detailed to Dallas field office for 2 months; 1 regional office attorney detailed to ORO for 6 months; OAC and OGC attorneys detailed to Chairman and Vice Chairman; OAC attorneys detailed on rotating basis to OCB for Expedited PFR Pilot Program; funded training for legal assistants to obtain paralegal certificates</p>

FY 2001 Results

This goal was met. To continue and expand development opportunities for MSPB staff through both outside training opportunities and intra-agency details, the MSPB sent 6 employees to OPM's Management Development Centers and 4 employees to the Federal Executive Institute (FEI) in FY 2001. Details between headquarters and the regional offices were continued with the detail of an OAC attorney to the Dallas field office for 2 months and the detail of a regional office attorney to ORO for the last 6 months of FY 2001 (the detail continued one month into FY 2002, at which time an OAC attorney was detailed to ORO). The program of detailing an OAC attorney to the Chairman on a rotating basis was continued, and an OGC attorney was detailed to the Vice Chairman. OAC attorneys continued to be detailed on a rotating basis to OCB for the Expedited PFR Pilot Program.

Performance Goals	Component	Experience
<p>Goal 5.2 Allocate sufficient resources to employee training so that all employees can receive the training identified in their Individual Development Plans (IDPs)</p> <p>FY 2001 Goal – Allocate \$ 265,000 for training in accordance with Individual Development Plans (IDPs)</p> <p>FY 2002 Goal – Allocate \$ 270,000 for training in accordance with IDPs and ensure that training funds are used effectively; establish Training Committee</p>	<p>Chief of Staff, All Offices</p>	<p>FY 1999 Actual – \$ 166,000 spent on training</p> <p>FY 2000 Actual – \$ 178,500 spent on training</p> <p>FY 2001 Actual - \$ 345,000 spent on training (excluding the \$130,000 spent on legal conference); IDPs developed for all employees and training in accordance with IDPs begun</p>

FY 2001 Results

This goal was met. During FY 2001, the Chairman issued an Order requiring the development of an individual development plan (IDP) for each employee, and office directors and supervisors worked with their employees to create the IDPs, on which training requirements are now based. During the fiscal year, the MSPB spent approximately \$345,000 on employee training (excluding the biennial legal conference). The goal of \$265,000 was exceeded primarily because of additional training in alternative dispute resolution and succession planning. The goal for FY 2002 has been modified to reflect an additional component—the establishment of a Training Committee.

Performance Goals	Component	Experience
<p>Goal 5.3 Conduct a biennial legal conference for MSPB administrative judges and headquarters attorneys FY 2001 Goal – Conduct legal conference FY 2002 Goal – Make plans for 2003 legal conference</p>	<p>ORO/Regional Offices, with participation of other legal offices</p>	<p>FY 1999 Actual – None (legal conference held in September 1998) FY 2000 Actual – Made plans for 2001 legal conference FY 2001 Actual – Legal conference held May 21-24, 2001</p>

FY 2000 Results

This goal was met. The biennial MSPB Legal Conference was held May 21-24, 2001. Approximately 170 attorneys, senior managers, paralegals, and auxiliary staff from the Board’s headquarters and regional and field offices attended.

Performance Goals	Component	Experience
<p>Goal 5.4 Continue to provide a family-friendly workplace, including AWS schedules and flexiplace arrangements</p> <p>FY 2001 Goal – Continue to make AWS schedules and flexiplace arrangements available, where consistent with accomplishment of mission</p> <p>FY 2002 Goal – Continue to make AWS schedules and flexiplace arrangements available, where consistent with accomplishment of mission</p>	<p>All Offices</p>	<p>FY 1999 Actual – AWS schedules and flexiplace arrangements available, where consistent with accomplishment of mission; almost all employees on AWS schedule; 46 out of 237 employees on flexiplace</p> <p>FY 2000 Actual – AWS schedules and flexiplace arrangements available, where consistent with accomplishment of mission; almost all employees on AWS schedule; 46 out of 226 employees on flexiplace</p> <p>FY 2001 Actual – AWS schedules and flexiplace arrangements available, where consistent with accomplishment of mission; almost all employees on AWS schedule; 52 out of 222 employees on flexiplace</p>

FY 2001 Results

This goal was met. During FY 2001, the MSPB maintained opportunities for its employees to work alternative work schedules and participate in the agency’s flexiplace program. Almost all employees were on an AWS, and 52 of the 222 employees were on flexiplace.

Performance Goals	Component	Experience
<p>Goal 5.5 Address succession planning (within the context of merit-based selections for positions) in office business plans</p> <p>FY 2001 Goal – Succession planning addressed in all office business plans</p> <p>FY 2002 Goal – Succession planning addressed in all office business plans</p>	<p>All Offices</p>	<p>FY 1999 Actual – Not applicable (no office business plans required)</p> <p>FY 2000 Actual – Two managers addressed succession planning in their office business plans</p> <p>FY 2001 Actual – All managers addressed succession planning in their office business plans</p>

FY 2001 Results

This goal was met. Like many Federal agencies, the MSPB expects to lose many of its senior managers and other employees during the next 5 years. Therefore, the agency has begun a program of succession planning throughout the agency. In FY 2001, all managers addressed the issue of succession planning in their annual business plans. In addition, succession planning w

