

**United States**  
**Merit Systems Protection Board**



**Final Performance Plan  
for FY 2011**

**December 20, 2010**

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## Overview of the Performance Plan

The budget and the performance plan of the Merit Systems Protection Board (MSPB) are integrated so that the funding request can easily be compared to the performance goals. The performance budget is structured on the basis of MSPB's FY 2010-FY 2015 Strategic Plan, which has three strategic goals: adjudication, merit systems studies, and management support and organizational excellence. The MSPB's performance goals cover the critical components of each strategic goal, and the performance measures support our ability to manage and report performance over time. The performance targets for FY 2011 are consistent with the proposed performance budgets for those years.

### The MSPB Mission

The mission of the Merit Systems Protection Board is:

***To protect Federal merit systems and the rights of individuals within those systems.***

The MSPB carries out its statutory responsibilities and authorities primarily by adjudicating individual employee appeals and by conducting merit systems studies. In addition, the MSPB reviews the significant actions of the Office of Personnel Management to assess the degree to which those actions may impact merit.

# Adjudication Performance Plan

## Summary

**Strategic Goal 1:** To provide fair, high-quality, and timely adjudication of cases filed with the MSPB and to make effective use of alternative methods of dispute resolution in MSPB proceedings.

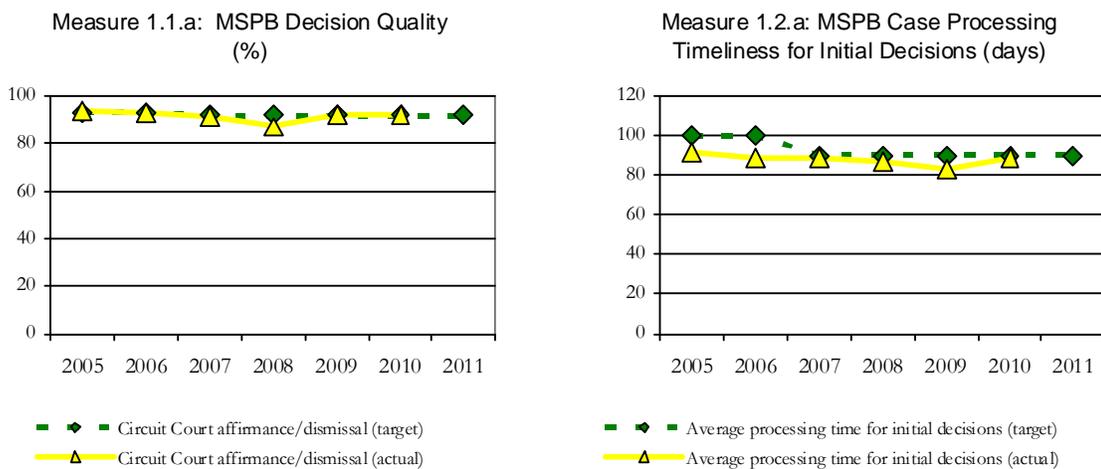
## Performance Goals

- 1.1 Issue high-quality decisions.
- 1.2 Issue timely decisions.
- 1.3 Make effective use of alternative methods of dispute resolution.
- 1.4 Achieve and maintain customer satisfaction with our adjudicatory and alternative dispute resolution programs and with adjudication outreach efforts.

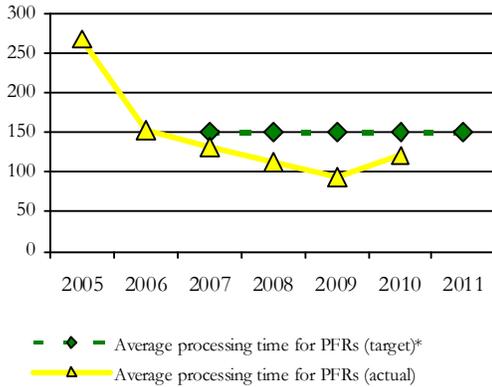
## Resources

	FY 2010 (enacted)	FY 2011 (requested)
<b>Budget \$ (000)</b>	\$35,286	\$36,380
<b>% of total MSPB resources</b>	82%	82%

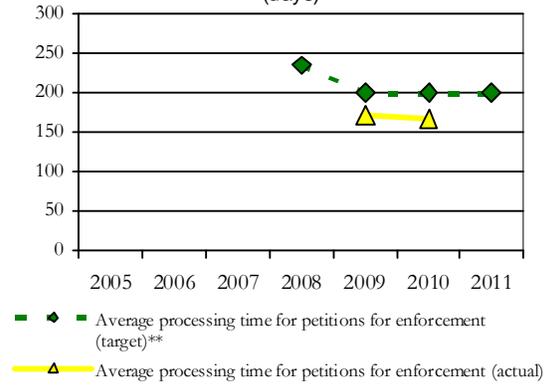
## Selected Results (\*new goal in FY 2007; \*\* new goal in FY 2008)



Measure 1.2.c: MSPB Case Processing Timeliness for Petitions for Review (days)



Measure 1.2.e: MSPB Case Processing Timeliness for Petitions for Enforcement (days)



## Performance Goals, Measures, and Results

### Performance Goal 1.1: Issue high-quality decisions.

**1.1.a:** Percentage of MSPB decisions unchanged on review by the U.S. Court of Appeals for the Federal Circuit (Court dismisses case or affirms Board decision).

#### Results

<b>FY 2006</b>	93%
<b>FY 2007</b>	91%
<b>FY 2008</b>	87%*
<b>FY 2009</b>	92%
<b>FY 2010</b>	92%

#### Targets

<b>FY 2010</b>	92% or greater.
<b>FY 2011</b>	92% or greater; study alternative measures of quality of Board decisions.

\* A significant number of cases were affected by the Court's decision in *Kirkendall v. Department of the Army*. Adjusting for these related decisions results in 94 percent of the cases left unchanged by the Court.

**1.1.b:** Percent of cases decided by the Board on Petition for Review (PFR) that are reversed and/or remanded to MSPB judges for a new decision, adjusted for those not due to error or oversight by the AJ.

#### Results

<b>FY 2006</b>	10%
<b>FY 2007</b>	9%
<b>FY 2008</b>	6%
<b>FY 2009</b>	5%
<b>FY 2010</b>	9%

#### Targets

<b>FY 2010</b>	10% or fewer.
<b>FY 2011</b>	10% or fewer; study alternative measures of quality of initial appeals.

**Performance Goal 1.2: Issue timely decisions.**

**1.2.a:** Average case processing time for initial decisions.

<b>Results</b>		<b>Targets</b>	
<b>FY 2006</b>	89 days.	<b>FY 2010</b>	90 days or less.
<b>FY 2007</b>	89 days.	<b>FY 2011</b>	90 days or less.
<b>FY 2008</b>	87 days.		
<b>FY 2009</b>	83 days.		
<b>FY 2010</b>	89 days.		

The average case processing time for initial decisions excluding the time spent in the MAP was 84 days for FY 2010.

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**1.2.b:** Percentage of initial appeals decided within time standards.

<b>Results</b>		<b>Targets</b>	
<b>FY 2006</b>	New measure in FY 2007.	<b>FY 2010</b>	50% or more of cases decided within 110 days.
<b>FY 2007</b>	85% decided within 120 days.	<b>FY 2011</b>	50% or more of cases decided within 110 days; review measure and set future targets.
<b>FY 2008</b>	72% decided within 110 days.		
<b>FY 2009</b>	75% decided within 110 days.		
<b>FY 2010</b>	72% decided within 110 days.		

The percentage of initial appeals decided within time standards excluding the time spent in the MAP was 74% for FY 2010.

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**1.2.c:** Average case processing time for Petitions for Review (PFRs).

<b>Results</b>		<b>Targets</b>	
<b>FY 2006</b>	154 days.	<b>FY 2010</b>	150 days or less.
<b>FY 2007</b>	132 days.	<b>FY 2011</b>	150 days or less.
<b>FY 2008</b>	112 days.		
<b>FY 2009</b>	94 days.		
<b>FY 2010</b>	134 days.		

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**Performance Goal 1.2: (Continued)**

**1.2.d:** Percentage of PFRs decided within time standards.

<b>Results</b>		<b>Targets</b>	
<b>FY 2006</b>	New measure in FY 2007.	<b>FY 2010</b>	50% or more of cases decided within 110 days.
<b>FY 2007</b>	48% decided within 110 days.	<b>FY 2011</b>	50% or more of cases decided within 150 days.
<b>FY 2008</b>	60% decided within 110 days.		
<b>FY 2009</b>	72% decided within 110 days.		
<b>FY 2010</b>	42% decided within 110 days.		

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**1.2.e:** Average case processing time for Petitions for Enforcement (Headquarters only).

<b>Results</b>		<b>Targets</b>	
<b>FY 2006</b>	New measure in FY 2008.	<b>FY 2010</b>	200 days or less.
<b>FY 2007</b>	New measure in FY 2008.	<b>FY 2011</b>	200 days or less.
<b>FY 2008</b>	Measure assessed and target established for FY 2009.		
<b>FY 2009</b>	171 days.		
<b>FY 2010</b>	180 days.		

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**Performance Goal 1.3: Make effective use of alternative methods of dispute resolution.**

**1.3.a:** Success rate for settlement of initial appeals that are not dismissed.

<b>Results</b>		<b>Targets</b>	
<b>FY 2006</b>	58%	<b>FY 2010</b>	50% success rate or better.
<b>FY 2007</b>	57%	<b>FY 2011</b>	50% success rate or better.
<b>FY 2008</b>	54%		
<b>FY 2009</b>	62%		
<b>FY 2010</b>	63%		

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**Performance Goal 1.3: (Continued)**

**1.3.b:** Success rate for settlement of cases selected for the PFR settlement program.

<b>Results</b>		<b>Targets</b>	
<b>FY 2006</b>	38%	<b>FY 2010</b>	25% success rate or better.
<b>FY 2007</b>	23%	<b>FY 2011</b>	Continue to examine and refine
<b>FY 2008</b>	34%		measures of program success
<b>FY 2009</b>	65%		and impact.
<b>FY 2010</b>	***		

\*\*\* The methods for measuring the success rate for the PFR settlement program have been found to be inconsistent. We are continuing to review the methodology used to measure program success and impact; our efforts will continue in FY 2011. The targets for FY 2012 will be determined based on FY 2011 results.

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**1.3.c:** Success rate for cases resolved through mediation procedures.

**Results**

- FY 2006** 109 cases mediated with a success rate of 45% at the conclusion of Mediation Appeals Program (MAP), and a success rate of 61% including cases that settled after returning to adjudication.
- FY 2007** 100 cases were mediated with a success rate of 48% at the conclusion of MAP, and a success rate of 67% including cases that settled after returning to adjudication (19 additional cases settled).
- FY 2008** 147 cases were mediated with a success rate of 54% at the conclusion of MAP (79 settled cases), and a success rate of 71% including cases that settled after returning to adjudication (26 additional cases settled).
- FY 2009** 173 cases were mediated with a success rate of 55% at the conclusion of MAP, and a success rate of 62% including cases that settled after returning to adjudication.
- FY 2010** 273 cases were mediated with a success rate of 62% at the conclusion of MAP, and a success rate of 64% including cases that settled after returning to adjudication.

**Targets**

- FY 2010** Mediate 106 or more cases with a 50% or better success rate.
- FY 2011** 50% success rate or better.
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**Performance Goal 1.4: Achieve and maintain customer satisfaction with our adjudicatory and alternative dispute resolution programs and with adjudication outreach efforts.**

**1.4.a:** Customer satisfaction with adjudication and alternative dispute resolution processes and with adjudication outreach efforts.

**Performance Goal 1.4: Measure 1.4.a (Continued)**

**Results**

**FY 2006** New measure in FY 2007.

**FY 2007** Completed internal report on customer satisfaction with initial appeals and settlement processes, which indicated that customers are satisfied with MSPB processes and their interactions with MSPB employees; feedback from e-Appeal users was positive including many who reported encouraging all users in their agencies to file using e-Appeal.

**FY 2008** Developed four automated surveys for e-Appeal customers including those who file appeals, use automated pleadings, use the repository, and those who created e-Appeal accounts but did not use the system to file their appeal.

**FY 2009** The automated surveys for e-Appeal customers were implemented.

**FY 2010** Improved internal and external usability of e-Appeal by upgrading, redesigning, or clarifying processes involving security, email reminders, document listing, help text, pleading options, and file size limits. Successfully migrated the hosting of e-Appeal from the original external contractor to MSPB headquarters. A report including adjudication customer satisfaction data was completed.

**Targets**

**FY 2010** Implement appropriate modifications to e-Appeal based on survey results.

**FY 2011** Establish a strategic customer satisfaction survey program and schedule, and set targets for overall level of satisfaction with adjudication.

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# Merit Systems Studies Performance Plan

## Summary

**Strategic Goal 2:** To conduct studies that support strong and viable merit systems that ensure the public’s interest in a high-quality, professional workforce managed under the merit principles and free from prohibited personnel practices (PPPs).

### Performance Goals

- 2.1 Conduct merit systems studies and recommend improvements to policy-makers and practitioners.
- 2.2 Assess the application of merit in the workplace.
- 2.3 Achieve and maintain customer satisfaction with merit systems studies products and outreach efforts.

### Resources

	<b>FY 2010 (enacted)</b>	<b>FY 2011 (requested)</b>
<b>Budget \$ (000)</b>	\$2,536	\$2,634
<b>% of total MSPB Resources</b>	6%	6%

### Selected Results

#### Significant impact of MSPB merit systems studies

Increased attention on the importance of improving the Federal recruitment and selection process. Numerous longstanding MSPB policy recommendations were enacted in the President’s 2010 hiring reform initiative, introduced through the *Presidential Memorandum—Improving the Federal Recruitment and Hiring Process*. These recommendations include:

- Making the application process less complex, being enacted through the introduction of resume-only applications;
- Improving communication with applicants, being enacted through a systematic 4-touch approach;
- Improving the quality of job announcements to better attract applicants;
- Improving the validity and reliability of applicant assessment tools;
- Educating and involving selecting officials more in the recruitment and selection process; and
- Replacing the rule of three with category rating.

## Selected recent merit systems studies (beginning with most recent)

A Call to Action: Improving First-Level Supervision  
Merit Systems Protection Board Annual Report for FY 2009  
Prohibited Personnel Practices: A Study Retrospective  
Fair and Equitable Treatment: Progress Made and Challenges Remaining  
As Supervisors Retire: An Opportunity to Re-Shape Organizations  
Job Simulations: Trying Out for a Federal Job  
Addressing Poor Performers and the Law  
Managing for Engagement: Communication, Connection, and Courage  
The Federal Government: A Model Employer or a Work in Progress?  
The Power of Federal Employee Engagement  
Alternative Discipline: Creative Solutions for Agencies to Effectively Address  
Employee Misconduct  
Federal Appointment Authorities: Cutting Through the Confusion

## Performance Goals, Measures, and Results

### Performance Goal 2.1: Conduct merit systems studies and recommend improvements to policy-makers and practitioners.

**2.1.a:** Number and scope of MSPB reports and *Issues of Merit* newsletters issued.

#### Results

- FY 2006** Published 8 reports and 4 editions of the *Issues of Merit* newsletter. Report topics included: designing effective pay-for-performance compensation systems, managing contracting officer representatives (CORs) to achieve positive contract outcomes, reforming Federal hiring, the symposium on the practice of merit, the effect of *Van Wersch* and *McCormick* on the probationary period, study of initial appeals and settlements (internal report), the MSPB FY 2005 Annual Report and the MSPB FY 2005 PAR; completed reports on the 2005 Merit Principles Survey (MPS), baseline data for DHS, baseline data for the Department of Defense (DoD), and a draft of the MSPB Strategic Plan for FY 2007-2012.
- FY 2007** Published a report on the results of the 2005 Merit Principles Survey and 4 editions of the *Issues of Merit* newsletter; completed a report on Federal entry-level new hires and four internal reports; published MSPB's FY 2006 Annual Report, FY 2006 PAR, FY 2007-2012 Strategic Plan, and FY 2007 (revised) - FY 2008 (final) Performance Plan; received Board Member approval for a new research agenda covering the 2008-2010 time period.

## Performance Goal 2.1: Measure 2.1.a (Continued)

- FY 2008** Published reports on hiring upper-level employees from outside the Federal Government, the use of various hiring authorities, Federal employee engagement, the use of alternative discipline in Federal agencies, a longitudinal analysis of prior Merit Principles Surveys, the MSPB FY 2007 Annual Report, and four editions of the *Issues of Merit* newsletter. Completed three internal reports including a report outlining MSPB Human Capital Survey results for the public that was placed on the MSPB website. Assessed the scope of study reports and selected research topics from the existing research agenda.
- FY 2009** Completed reports on addressing poor performers in the Federal Government, the utility of job simulations in employee selection, an examination of how the role of the supervisor is changing, fair and equitable treatment in the Federal workforce, a summary report of the FY 2007 Merit Principles Survey results that focuses on performance management practices that drive employee engagement, and the FY 2008 MSPB Annual Report. Completed an internal report summarizing MSPB's Annual Employee Survey data, and published four editions of the *Issues of Merit* newsletter. Assessed the scope of study reports and selected research topics from the existing research agenda.
- FY 2010** Completed four external merit systems studies including: *A Call to Action: Improving First-Level Supervision of Federal Employees*; *Prohibited Personnel Practices: A Study Retrospective*; *Making the Right Connections: Targeting the Best Competencies for Training*; and *Whistleblower Protections for Federal Employees*. Published the FY 2009 MSPB Annual Report and four editions of the *Issues of Merit* newsletter. Completed four internal studies, including evaluations of MSPB's annual employee survey results for FY 2009 and 2010. Developed a draft list of research agenda items and are preparing to present them to MSPB stakeholders and Board members.

### Targets

- FY 2010** Complete 6 reports and 4 editions of the newsletter; assess scope of studies and newsletters; develop a new research agenda for approval by the Board Members.
- FY 2011** Complete 6 reports and 4 editions of the newsletter; assess scope of studies and newsletters; obtain approval and begin implementing a new research agenda.
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**2.1.b:** Studies or study recommendations referenced in policy papers, professional literature, legislation, and the media.

## **Results**

- FY 2006** Used customer feedback survey cards in hard copy reports and an online version for web-based users to help assess usefulness and impact of studies; continued review of vacancy announcements including projected cost impacts; collected information about use of MSPB study findings and recommendations as reports are referenced in policy papers, professional literature, legislation, and the media.
- FY 2007** Evaluated the feedback provided by customers through both report feedback cards and web-based surveys concerning study reports and the OPE newsletter; collected information concerning MSPB report findings and recommendations through references in the professional literature, legislation, and the media which included a presentation on referencing MSPB reports at the Annual Conference of the American Society for Public Administration.
- FY 2008** Tracked references to findings and recommendations in the policy, professional literature, legislation, and the media. Following a 2006 Board decision and previous MSPB study reports, OPM strongly advised agencies against using the Outstanding Scholar and Bilingual/Bicultural hiring authorities. Citing the COR report, OMB set new standards for training and development of CORs. Following publication of two previous Board reports, OPM revised regulations regarding procedural and appeal rights of individuals serving a probationary or trial period. Testified by invitation before the Senate Committee on Homeland Security and Governmental Affairs Subcommittee on Oversight of Government Management, the Federal Workforce, and the District of Columbia on recruiting and hiring the next generation of Federal employees.
- FY 2009** Tracked references to findings and recommendations in policy, professional literature, legislation, and the media. Following numerous MSPB studies that advocate better applicant recruitment, assessment, and communication, OPM included many of MSPB's recommendations in its end-to-end hiring process as well as instructions to agencies on how to improve job announcements and hiring processes. Following the release of two employee engagement studies, numerous requests were received for more information about engagement from Federal agencies, Congress, oversight agencies such as OMB and GAO, good-government groups, and the media. Testified by invitation before the House Armed Services Readiness Subcommittee about government hiring practices and before the Defense Business Board about pay for performance. Findings and recommendations of studies were highlighted by numerous media outlets, including the *Washington Post*, *Federal Times*, *Government Executive*, Federal News Radio, and others.

## Performance Goal 2.1: Measure 2.1.b (Continued)

**FY 2010** Numerous longstanding MSPB policy recommendations were enacted in the President's 2010 hiring reform initiative, introduced through the *Presidential Memorandum—Improving the Federal Recruitment and Hiring Process*. These recommendations include making the application process less complex; improving communication with applicants; improving the quality of job announcements; improving the validity and reliability of applicant assessment tools; educating and involving selecting officials more in the recruitment and selection process; and replacing the rule of three with category rating.

MSPB reports have been referenced in numerous print and online sources, including The Washington Post, Government Executive Magazine, Federal Computer Weekly, Federal Times, IPMA's HR News, FEDManager, FedWeek, and the Federal Daily newsletter. Interviews of MSPB staff have also been conducted on Federal News Radio, Open Government Radio, and News Channel 8. Research has been cited by external stakeholders such as National Treasury Employees Union (NTEU) and National Federation of Federal Employees (NFFE), and cited in Congressional testimony. We provided presentations and other consultations to Federal agencies to improve their human resources practices, and met or worked with academia and public policy groups such as the Partnership for Public Service, National Academy of Public Administration (NAPA), National Association of School of Public Affairs and Administration (NASPAA), and various colleges and universities. Study reports and newsletters continue to be actively sought by our stakeholders as evidenced by over 105,500 accesses to eighty-five study reports, and over 19,000 accesses to fifty-eight different editions of the newsletter. Reviewed measures of studies impact in conjunction with developing the new strategic plan.

### Targets

**FY 2010** Continue to track and evaluate mechanisms for measuring the impact of studies and newsletters.

**FY 2011** Continue to track and evaluate mechanisms for measuring the impact of studies and newsletters. Pilot the use of revolving content on the studies web page to improve outreach efforts.

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## **Performance Goal 2.2: Assess the application of merit in the workplace.**

**2.2.a:** Periodically conduct merit principles survey (MPS) or other surveys to monitor and report on perceptions of merit in the workplace.

### **Results**

- FY 2006** Completed three reports using data from the 2005 MPS including a baseline report on DHS and a baseline report on DoD; collected data from OPM's Central Personnel Data File (CPDF) on DHS and DoD to monitor the impact of personnel system changes; collaborated with the Senior Executive Association (SEA) on the annual survey requirement followed by SEA proposing legislation which included a requirement to use the MSPB MPS in alternate years to the OPM Human Capital Survey; began planning a survey to assess the practice of merit and Prohibited Personnel Practices related to equitable treatment.
- FY 2007** Published a report on the FY 2005 MPS; began electronic administration of the FY 2007 MPS, which included assisting several agencies in meeting their statutory requirement for conducting an annual survey of their workforce; began electronic administration of a separate survey to investigate career advancement issues in the Federal workforce.
- FY 2008** Completed the administration of the Governmentwide 2007 MPS which included assisting a number of agencies in meeting their statutory requirements for conducting an annual survey of their workforce by providing them with their survey results for posting on their agency websites; completed a report on longitudinal MPS results including those from the 2007 MPS; completed administration of the governmentwide career advancement survey and began analysis of the results; determined that planning should begin for a governmentwide administration of the next MPS to be administered in FY 2010.
- FY 2009** Completed a report on the findings from the 2007 MPS, focusing on improving Federal performance management practices; completed the administration of a Governmentwide telework survey and began analysis of the results; administered surveys to Federal proposing and deciding officials of suspension and removal actions in nine agencies and completed a report on addressing poor performers using this data; completed a report on fair and equitable treatment using survey data from the 2007 career advancement survey; completed agency interrogatories regarding how agencies use qualification standards and job simulations; began planning for the MPS 2010 administration.
- FY 2010** Successfully administered the 2010 MPS to over 70,000 Federal employees and supervisors to obtain their perspectives on PPPs, whistleblower protection issues, and other workplace issues that affect employees' abilities to carry out the missions of their agencies. Obtained a 60% response rate on the online survey. Published a retrospective study on the occurrence and perceptions of PPPs. Completed an initial draft of our report on telework and presented key findings from that study at the IPMA-HR annual conference.

## **Performance Goal 2.2: Measure 2.2.a (Continued)**

### **Targets**

- FY 2010** Continue to assess the practice of merit and PPPs in agencies. Conduct a version of the Merit Principles Survey. Draft a report on the 2009 telecommuting survey.
- FY 2011** Publish a study on PPPs from the MPS 2010 data. Draft an additional report on the 2010 Merit Principles Survey. Pilot MSPB's ability to host our own surveys through the administration of a study-focused Governmentwide survey.
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## **Performance Goal 2.3: Achieve and maintain customer satisfaction with merit systems studies products and outreach efforts.**

**2.3.a:** Customer satisfaction with reports, newsletters, website, and outreach efforts.

### **Results**

- FY 2006** New measure in FY 2007.
- FY 2007** Collected and analyzed feedback from customers concerning their satisfaction with MSPB reports, newsletters, our website, and outreach efforts using a variety of methods including discussions with stakeholders, responses received from feedback cards distributed with reports, and information obtained directly from users of the website. Used this information to inform the development of our research agenda for FY 2008-FY 2010, improve the quality, usefulness, and impact of our reports and newsletters, and completely redesign our website to make it more accessible and helpful to potential users.
- FY 2008** Collected and analyzed feedback from customers about their satisfaction with MSPB reports, newsletters, the studies website, and outreach efforts using a variety of methods including discussions with stakeholders, responses received from feedback cards distributed with reports, outreach feedback, and information obtained directly from users of our website.
- FY 2009** Collected and analyzed feedback from customers about their satisfaction with MSPB reports, newsletters, the studies website, and outreach efforts using a variety of methods including discussions with stakeholders, outreach feedback, and information obtained directly from users of our website. In addition, we began administering a survey of newsletter readers to obtain feedback on the quality, content, and utility of the *Issues of Merit*. Feedback about the newsletter was very positive.

### **Performance Goal 2.3: Measure 2.3.a (Continued)**

**FY 2010** Collected feedback from customers concerning their satisfaction with MSPB reports, newsletters, the studies website, and outreach efforts using a variety of methods including discussions with stakeholders, outreach feedback, and information obtained directly from users of our website. Used feedback to improve reports and outreach, and to improve our website including providing additional information in the form of rotating content on our web page on areas of interest to our stakeholders. Evaluated data from the *Issues of Merit* customer satisfaction survey and communicated strategies to respond to comments in our September issue of the newsletter so stakeholders could see the impact of their comments. Conducted extensive outreach to our stakeholders to obtain their input on MSPB's new research agenda, including CHCOs, HR Directors, employee groups and unions, Federal employees, supervisors and managers, and good government groups.

#### **Targets**

**FY 2010** Use feedback on quality, usefulness, and impact of reports to maintain or improve the readability of reports, and make improvements to the MSPB website. Use feedback received from the *Issues of Merit* survey, as appropriate, to improve the newsletter. Evaluate feedback received from agency presentations and outreach efforts. Seek feedback from stakeholders to inform the development of the FY 2010-2013 research agenda.

**FY 2011** Use feedback on quality, usefulness, and impact of reports to maintain or improve the readability of reports and newsletters, and make improvements to the MSPB website. Evaluate feedback received from agency presentations and outreach efforts.

# Management Support and Organizational Excellence Performance Plan

## Summary

**Strategic Goal 3:** To achieve organizational excellence and strategically manage MSPB’s human capital, information technology, and other internal systems and processes.

### Performance Goals

- 3.1 Attract, develop, and retain a high-quality, diverse, and highly motivated workforce.
- 3.2 Effectively use information technology to enhance organizational performance and efficiency, and provide appropriate access to and dissemination of MSPB information.
- 3.3 Effective and efficient operation of financial, budget, and other support programs.

### Resources

	<b>FY 2010 (enacted)</b>	<b>FY 2011 (requested)</b>
<b>Budget \$ (000)</b>	\$5,116	\$5,206
<b>% of total MSPB Resources</b>	12%	12%

## Performance Goals, Measures, and Results

**Performance Goal 3.1: Attract, develop, and retain a high-quality, diverse, and highly motivated workforce.**

**3.1.a:** Ensure timely recruitment and a workforce with the right competencies.

### Results

**FY 2007** The MSPB placed as the second “Best Places to Work in Government” in the small agency category; Office Directors focused on specific issues relevant to their offices; increased use of structured interviews resulted in a better comparative assessment of the qualifications of the best qualified candidates.

**FY 2008** Implemented an exit interview questionnaire and refined vacancy announcements to be more user-friendly and better able to attract the right applicants for the targeted position.

### **Performance Goal 3.1: Measure 3.1.a (continued)**

**FY 2009** Due to low employee turnover in FY 2009, one annual assessment was completed with no areas of concern referenced in the exit interview questionnaire. Also, the MSPB increased its use of electronic hiring software to improve the timeliness of the hiring process. The Executive Resources Board recommended and secured three training slots at the OPM Federal Executive Institute as part of MSPB's training program, including the Senior Management Fellows Program. A variety of health and wellness programs were provided for employees throughout the year.

**FY 2010** As part of the hiring makeover project's emphasis on timely hiring, and to incorporate guidance in the President's Hiring Initiative, we created templates for user-friendly vacancy announcements, implemented applicant notification procedures at four points during the application process, and implemented electronic application processes for all MSPB vacancies. We continue to use exit interview questionnaires and consider other options to improve hiring timeliness.

#### **Targets**

**FY 2010** Review assessment process based on results of hiring makeover project to include timely hiring process, user-friendly vacancy announcements, and exit interview questionnaire.

**FY 2011** Implement hiring makeover recommendations related to achieving timely recruitment; establish future targets to improve recruiting timeliness.

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**3.1.b:** Improve the diversity of the MSPB workforce and increase employee knowledge and appreciation of individual differences, including how diversity can positively impact agency results.

#### **Results**

**FY 2007** New measure in FY 2008.

**FY 2008** Developed and implemented a Unity Day celebration and various special emphasis initiatives to improve inclusiveness, and respect for and appreciation of individual differences among employees; improved employee opportunities by notifying them about career advancement seminars and opportunities offered by affinity groups, and by working with managers to add inclusiveness in crediting plans and target vacancies toward minority populations; used data audits and other tools to assess effectiveness of diversity initiatives.

### **Performance Goal 3.1: Measure 3.1.b (Continued)**

**FY 2009** The delivery of Special Emphasis Observance Programs was enhanced with presentations from noted speakers on Federal workplace diversity issues such as generational differences and sexual orientation. Awareness and appreciation of diversity in its broadest context was promoted through these programs and other communications to all employees. Strategies were developed for achieving diverse applicant pools and for proposing training plans that will assist employees with achieving their best in accomplishing the agency's mission and assist managers and supervisors with managing a diverse workforce. Training and developmental opportunities were offered to employees, largely from affinity groups; a new collateral duty Disability Program Coordinator was recruited; an EEO & Diversity Training Policy was developed; and an expansion of the mission and goals of the Office of EEO to include a focus on diversity was proposed.

**FY 2010** The delivery of Special Emphasis Observance Programs was enhanced with the annual Unity Day program and a presentation on "The Business Case for Diversity." The Office of EEO collaborated with the Training and Development Subcommittee to develop an enhanced training plan for all employees. The EEO and Diversity Training Policy was circulated for review and issued. Proposed options for diversity training for managers and supervisors were identified for testing. The MD-715 report was completed and submitted to EEOC. Recommendations were developed for recruiting and hiring qualified applicants from underrepresented groups. Agency turnover rates and employee survey results were reviewed to identify potential barriers to improving representation. We initiated reviews of the agency's reasonable accommodation policy and complaint processing procedures.

#### **Targets**

**FY 2010** Update, develop, implement, and evaluate measurement goals or indicators (i.e., EEO policies, hiring and training practices, reasonable accommodations, climate surveys, exit surveys, special emphasis observance programs, representation turnover, turnover costs, participation in vendor fairs) for achieving diversity and inclusiveness in the broadest context (including language proficiency and cultural backgrounds) across all occupations and grade levels.

**FY 2011** Examine and identify ways to expand the diversity of our applicant pool through targeted recruitment and use of appropriate hiring authorities. Review ways to measure employee understanding and knowledge of diversity management and its linkage to improved productivity and mission results.

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### **Performance Goal 3.1 (continued)**

**3.1.c:** Customer satisfaction with internal human resources human resources (HR) and equal employment opportunity (EEO) programs and services.

#### **Results**

- FY 2007** Informal interviews with employees suggested a high level of satisfaction with HR programs; staffing actions handled by the APHIS servicing personnel office met or exceeded governmentwide standards; hired a new HR Director and detailed an employee to serve as the Acting EEO Director to replace the previous Director who transferred to another agency.
- FY 2008** Administered internal HR and EEO customer satisfaction surveys. Convened a team of employees to recommend changes to MSPB's hiring process and prepared a report containing a number of recommended initiatives for the Chairman's review and comment.
- FY 2009** Feedback received from senior management concerned communication regarding the year-end procurement process, which will be further addressed in FY 2010. The MSPB implemented a hiring makeover team to review hiring processes and procedures and make recommendations on options to our hiring process with a goal of more timely, efficient hiring procedures. The team is currently tracking the recruitment process from initial planning to onboard.
- FY 2010** As part of the hiring makeover project's emphasis on timely hiring, and to incorporate guidance in the President's Hiring Initiative, we created templates for user-friendly vacancy announcements, implemented applicant notification procedures at four points during the application process, and implemented electronic application processes for all MSPB vacancies. A customer satisfaction survey was administered to internal customers of our HR program.

#### **Targets**

- FY 2010** Complete hiring makeover project and make changes to agency hiring program based on analysis of project results.
- FY 2011** Develop and implement an internal customer satisfaction survey for HR and EEO programs and services such as hiring, EEO programs and services, employee benefits, and employee development. Establish a baseline customer satisfaction levels and set future targets for improvement and use results to design future EEO programs, training, and events.
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### **Performance Goal 3.1 (Continued)**

**3.1.d:** Effectively implement appropriate recommendations from MSPB merit systems study reports.

#### **Results**

**FY 2007** Forwarded employee OPFs to contractor for scanning and began using the electronic Official Personnel Folder (e-OPF) for all new employees; received provisional certification from OPM on our SES Performance Appraisal System; HR Director visited APHIS Service Center to discuss operational processes and opportunities for change.

**FY 2008** Updated the interagency agreement between APHIS and MSPB to better reflect the service needs of the agency; received full certification of our SES Performance Management Plan from OPM, which was endorsed by OMB.

**FY 2009** The e-OPF was implemented, which allows MSPB employees immediate access to their personnel information. Arranged an on-site pre-retirement seminar for MSPB employees, conducted two brown-bag lunch seminars on human resources topics, and detailed MSPB health and wellness initiatives in a report to OMB that was selected as a template for other agency submissions. No modification of the SES Performance Appraisal System was required due to a full certification evaluation of the current plan by OPM.

**FY 2010** Received provisional certification of the SES Performance Management Plan. Results of the evaluation of the e-OPF program indicated the program is effective and provides quick access to data needed by employees to map career objectives. Continued to comply with other new and existing HR program requirements.

#### **Targets**

**FY 2010** Continue to comply with new and existing program requirements; retain full certification of SES Performance Management Plan; evaluate first year of the e-OPF program.

**FY 2011** Review existing merit system study recommendations and develop a process for selecting appropriate recommendations for implementation.

**Performance Goal 3.2: Effectively use information technology to enhance organizational performance and efficiency, and provide appropriate access to and dissemination of MSPB information.**

**3.2.a:** Support e-Government objectives by increasing appeals and pleadings filed electronically.

**Results**

**FY 2007** 29% of initial appeals were filed electronically through e-Appeal (1763/5991).

**FY 2008** 37% of initial appeals were filed electronically (2,175/5,891). E-Appeal was selected as a finalist for the FY 2008 Web Managers Best Practice Award and listed as one of the 10 great .GOV websites by Government Computer News magazine.

**FY 2009** 39% of initial appeals were filed electronically (2,546/6,586), and 28% of pleadings were filed electronically (11,156/40,276).

**FY 2010** 43% of initial appeals were filed electronically (2,963/6,890), and 36% of pleadings were filed electronically (15,397/42,252). Redesigned the MSPB public website including the addition of multimedia links and electronic MAP evaluation form; upgraded the intranet portal to support personalizing employee home pages. The electronic case file processing pilot continues.

**Targets**

**FY 2010** 40% or more of initial appeals are filed electronically and 28% or more of pleadings are submitted electronically.

**FY 2011** 40% or more of initial appeals are filed electronically and 30% or greater of pleadings are submitted electronically.

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**3.2.b:** Improve customer service by conforming with established IRM service level agreements (SLA).

**Results**

**FY 2007** 88% of technical support tickets or requests were resolved in one business day.

**FY 2008** 87% of the 4,120 technical support tickets were resolved in one business day.

**FY 2009** 88% of the 3,589 technical support tickets were resolved in one business day. In addition, 2,877 tickets were resolved from external customers.

**Performance Goal 3.2 (continued)**

**FY 2010** 98.9% of 3,668 technical support tickets were resolved within the service level agreement of one business day. Over 3,000 technical support tickets were resolved from external customers.

**Targets**

**FY 2010** 86% of tickets resolved within one business day.

**FY 2011** 86% or more of tickets resolved within one business day.

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**3.2.c:** Measure success in enhancing organizational performance and efficiency through IRM customer satisfaction surveys.

**Results**

**FY 2007** 86% of the 64 MSPB staff who responded to the survey indicated they were satisfied or very satisfied with IRM meeting their needs.

**FY 2008** 89% of the 89 survey respondents were satisfied or very satisfied with IRM meeting their needs.

**FY 2009** 86% of the 116 survey respondents were satisfied or very satisfied with IRM meeting their needs.

**FY 2010** 75% of the 94 survey respondents were satisfied or very satisfied with IRM meeting their needs.

**Targets**

**FY 2010** 85% or more of staff who responded to the survey indicated they were satisfied or very satisfied with IRM meeting their needs.

**FY 2011** 85% or more of staff who responded to the survey indicated they were satisfied or very satisfied with IRM meeting their needs.

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### **Performance Goal 3.2: (continued)**

**3.2.d:** Comply with information management regulatory requirements.

#### **Results**

**FY 2007** Federal Information Security Management Act (FISMA) compliance was reviewed by an outside contractor and the final FISMA report was submitted to OMB; 100% of MSPB employees completed annual security awareness training; remained in full compliance with FISMA, HSPD-12, and IPv6 (Internet Protocol Version 6).

**FY 2008** Complied with FISMA including 100% of MSPB employees completing security awareness training, completion of FISMA security audit, and submission of annual FISMA report. Complied with requirements for e-Gov Act, IPv6, TIC (Trusted Internet Connections), Networx, and FDCC (Federal Desktop Core Configuration).

**FY 2009** Began tracking FISMA Plan of Action and Milestones tasks on a weekly basis and continued to work with auditors on the FISMA report as the deadline was postponed by OMB due to new reporting requirements. To minimize vulnerabilities from further virus attacks, servers were established at Headquarters, the regions, and field offices to download and apply Microsoft patches, all PCs and servers were upgraded to the Symantec latest antivirus client version, and servers were programmed to push virus definition files to all PCs and servers on a daily basis. Potential disaster recovery sites were visited and we obtained a commitment from one site to host MSPB servers. Other compliance activities included the Networx transition and its associated statement of work, TIC (Trusted Internet Connections), and DNSSEC (Domain Name Service Security).

**FY 2010** Conformed with all information regulatory requirements including the Open Government Directive, posting data sets on data.gov, transitioning to Networx, responded to Data Center Consolidation Initiative, performed 508-compliance testing, submitted all FISMA reports on time through CyberScope, completed 19 of 26 POAMs (plan of action milestones) tasks. Completed projects to strengthen or improve firewall protection, virus scanning and protection, data security and availability, and increase the number of secure, remote connections to the network. All MSPB employees completed Annual Information Security Awareness training.

#### **Targets**

**FY 2010** Comply with information management regulatory requirements.

**FY 2011** Comply with information management regulatory requirements.

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**Performance Goal 3.3: Effective and efficient operation of financial, budget and other support programs.**

**3.3.a:** Maintain accurate and legally sound budget accounts and accountings ledgers.

**FY 2007** Achieved unqualified opinion on the FY 2006 financial audit; maintained accurate, up-to-date budget and accounting ledgers; began update of internal Financial Management Manual.

**FY 2008** Achieved unqualified opinion on the FY 2007 financial audit.

**FY 2009** Achieved unqualified opinion on the FY 2008 financial audit.

**FY 2010** Achieved unqualified opinion on the FY 2009 financial audit.

**Targets**

**FY 2010** Achieve unqualified opinion on the annual financial audit.

**FY 2011** Achieve unqualified opinion on the annual financial audit.

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**3.3.b:** Customer satisfaction of employees with other support programs (i.e., payroll, travel, printing, and procurement).

**Results**

**FY 2007** Used customer feedback to review and update support program manuals; issued new procurement manual; began update of Time and Attendance; hired new travel coordinator and a second employee as a procurement specialist.

**FY 2008** Completed an internal customer satisfaction survey for other management programs and an additional survey of MSPB Administrative Management staff.

**FY 2009** Customer satisfaction increased by 10% for most support programs except in one area in procurement regarding issues with spending during the fourth quarter. These issues will be addressed in the next fiscal year. The MSPB began pilot-testing a new electronic purchase requisition system, which will provide a more efficient procurement process and better tracking of orders from inception of order to receipt of item. Agency video conferencing equipment was updated to include Internet Protocol access, which will allow MSPB to connect to sites that were previously unavailable.

**Performance Goal 3.3: Measure 3.3.b (continued)**

**FY 2010** The updated customer satisfaction survey of internal customers of our management programs was initiated. The electronic requisition system was pilot-tested, refined, and successfully deployed.

**Targets**

**FY 2010** Develop and administer an updated customer satisfaction survey; initiate an electronic procurement requisition system.

**FY 2011** Finalize and implement an internal customer satisfaction survey for administrative functions; establish baseline customer satisfaction levels and set future targets for improvement.

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