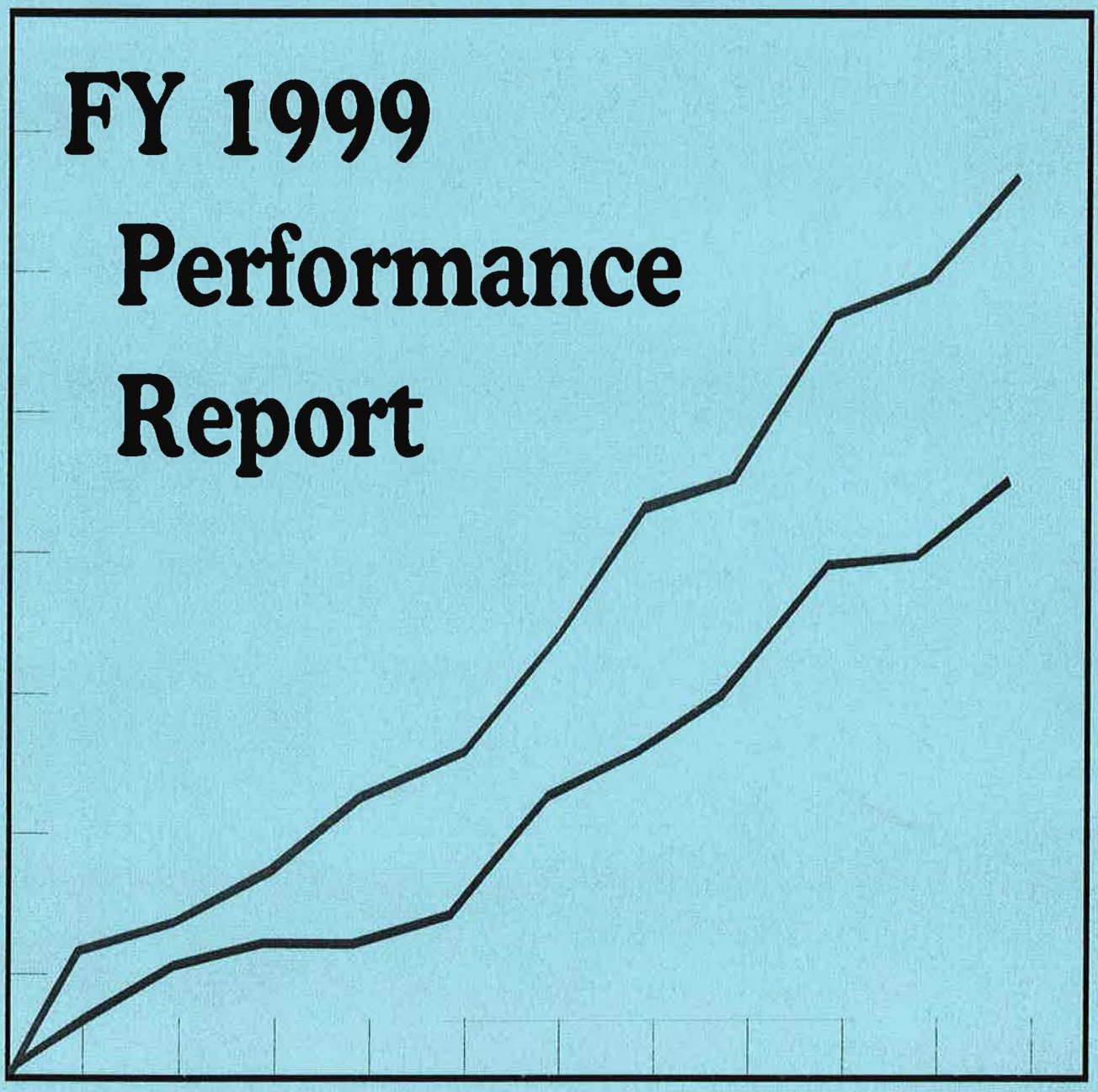
U.S. Merit Systems Protection Board

FY 1999 Performance Report



United States

Merit Systems Protection Board

FY 1999 Performance Report

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AGENCYWIDE MISSION

The U. S. Merit Systems Protection Board (MSPB) is an independent quasi-judicial agency established to protect the integrity of the Federal merit systems against partisan political and other prohibited personnel practices and to ensure adequate protection for employees against abuses by agency management. This responsibility is carried out principally by, among other things:

1. Adjudicating employee appeals of personnel actions such as removal, suspensions, furloughs, and demotions;

2. Adjudicating cases brought by the Special Counsel;

3. Adjudicating actions brought under the Whistleblower Protection Act, USERRA, the Veterans Employment Opportunities Act;

4. Ordering compliance with final orders where appropriate;

5. Conducting studies of the Federal civil service to determine whether they are free from prohibited personnel practices; and

6. Reviewing regulations of the Office of Personnel Management (OPM) to ensure that they do not require or result in the commission of a prohibited personnel practice.

ACCEPTANCE OF RESPONSIBILITY

The MSPB provides a system of accountability herein, that requires each of the program managers, in coordination with the Members of the Board, to accept responsibility for identifying program objectives and for setting realistic, measurable goals for future performance. It has been established to ensure the customers of the agency that a systematic measurement of results and reporting of program performance will take place.

BUDGET ACTIVITY -ADJUDICATION

REGIONAL OPERATIONS -FIRST LEVEL REVIEW/INITIAL APPEALS

Mission

The Office of Regional Operations (ORO) through a network of 10 Regional and Field offices is responsible for adjudicating appeals which arise under the Federal civil service laws and other related laws.

Outcomes

In order to ensure that merit principles are protected, the intended results (outcomes) of ORO's efforts are to:

1. Increase assurances through the adjudicatory process that agencies comply with Civil Service laws; and

2. Provide better service to our appellate customers through efficient operations.

Goals

Goal 1

Protect And Promote The Federal Merit Systems Through Fair, Timely, And Efficient Adjudication And Alternative Dispute Resolution

Objectives

1. Issue high quality decisions, i.e., decisions that are held to be legally sound upon review by the Board and by the courts.

2. Issue initial decisions within 120 days.

3. Cut costs devoted to adjudicating appeals.

Strategies

1. Evaluate regional decisions to determine if categories of cases can be identified where decisions are overturned, and/or remanded more often. Implement corrective action in appropriate situations.

2. Evaluate ways to reduce the processing time where appropriate by encouraging the use of emerging electronic file technology (e.g., e-mail filings; electronic appeal form).

3. Analyze costs of various types of appeals and direct action at reducing these costs.

4. Provide guidance and assist with training of Federal employees and agencies, unions, bar associations, etc., on the appeals process and dispute resolution.

5. Promote use of alternative dispute resolution (ADR) procedures in order to resolve appealable matters at the lowest practicable level both during the ORO processing, and in other Federal agencies:

   - Encourage agencies to attempt to resolve disputes in house;

   - Establish a simplified appeal process(s) which allow quicker decisions in ORO; and

   - Sponsor lessons learned symposia and other activities to share experiences and promote in house dispute resolution techniques.

6. Identify legislative changes that are helpful to allow ORO to adapt to a changing personnel management environment.

7. Apply technology to make the adjudicatory process more understandable and available:

- Put precedential decisions and regulations on line;
- Facilitate on-line legal research; and
- Develop an interactive electronic appeal form and an electronic case file.

8. Relate individual and organizational goals, objectives, and performance standards and measures to annual performance goals.

Performance Measures

1. Percentage of decisions upheld upon review of the Court of Appeals for the Federal Circuit; i.e., the assumption is that the higher the number of decisions upheld, the higher the apparent quality of the decision.
2. Average case processing time; i.e., the sooner an appeal is resolved, the sooner justice is served.
3. Unit costs; i.e., lower ORO unit costs per total case would tend to indicate more efficient processing.
4. Feedback from agencies and our other constituents on the number of disputes resolved and costs saved by agency ADR processes.

Indicator 1

Percent of Cases Upheld by Federal Circuit Court

Percent of Cases Upheld by Federal Circuit Court			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
% Petitions for Review Upheld	95%	94%	94%
% Initial Appeals Upheld	96%	97%	97%

Fiscal 1999 Performance Results

About 92% of MSPB appeals sent to the Federal Circuit Court were left unchanged, slightly less than projected, but still the overwhelming majority of cases.

Indicator 2

Average Case Processing Time

Average Case Processing Time For Initial Decisions			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Average Processing Days	108	105	100

Fiscal 1999 Performance Results

The average processing time was 100 days during 1999, eight days better than projected.

Indicator 3

Average Processing Cost

Average Processing Cost (MSPB Total)			
Item	**FY99**	**FY00**	**FY01**
Dollars	$2,650	$2,850	$3,050

Fiscal 1999 Performance Results

The average processing cost was $2,775, slightly above the projections, principally because the number of Initial Appeals received was slightly less than originally projected.

Indicator 4

Increased Awareness of ADR

Increased Awareness And Utilization By Agencies Of ADR Process To Settle Potential Appeals Before They Are Filed With MSPB.

1. With input from our customers we will facilitate the training of agency employees in using ADR processes to settle potential appeals to MSPB before they are filed.

2. We will work with selected agencies to assist them to implement dispute prevention programs that will attempt to settle selected potential appeals before they are filed with MSPB.

3. We will receive feedback from agencies and other constituents on their experiences with using dispute prevention processes to settle potential appeals to MSPB.

Fiscal 1999 Performance Results

1. We provided assistance to the Public Administration Forum which began offering a course in conflict resolution to staff throughout the government who would then be available to help resolve employment disputes in the workplace. The goal is to resolve more employment disputes in lieu of formal actions taken by agency management and possibly appeals to MSPB or other adjudicatory bodies.

2. On May 24, 1999, the MSPB amended its rules of practices and procedures to provide an automatic extension of the time limit for filing an appeal with MSPB where an appellant and agency mutually agree, prior to the timely filing of an appeal, to attempt to resolve their dispute through an ADR process.

Program Evaluation

1. Data maintained in our financial and case management systems will allow us to establish a baseline and provide the information needed to consistently monitor progress.

2. Periodic customer surveys and focus groups.

3. Comparative evaluations of agencies which have implemented dispute prevention programs with ORO's assistance.

APPEALS COUNSEL - SECOND LEVEL REVIEW/ PETITION FOR REVIEW

Mission

Appellants and/or agencies who are unhappy with the outcome of an appeal at the Initial Appeal stage may file a Petition for Review. The Office of Appeals Council (OAC) is responsible for providing the three members of the Merit Systems Protection Board with recommended decisions in these cases which assists the Board in performing its adjudicatory functions.

OAC is responsible for:

1. Recommending to the Board appropriate dispositions in cases pending before the three member Board;

2. Complying with instructions by the Board to rewrite OAC's recommendations and providing the Board with further legal and factual analysis prompted by those rewrite instructions;

3. Providing individual Board members with further legal or factual analysis of cases in which OAC has made recommendations;

4. Identifying cases pending before the full Board which may be amenable to settlement by the parties to those cases and attempting to mediate settlement agreements in those cases and in cases where a majority of the Board or one of the parties requests that mediation be attempted;

5. Providing Board Offices and the customers of the Board a weekly synopsis of Board decisions and regulations and of federal agency and court decisions and regulations that may impact on the Board; and

Providing outreach efforts to the customers of the Board, especially regarding the Board's petition-for-review process.

Outcomes

The staff's efforts should result in:

1. The Board issuing decisions in a timely manner;
2. Decisions of the Board being sustained on judicial review;
3. Decisions of the Board being viewed by parties as fair, legally correct, and clearly written;
4. A high rate of settlement in cases mediated by OAC; and,
5. A reduction in the number of rewrites by the Board.

Goals

Goal 2

Dispute Resolution

Protect and promote the Federal merit systems through fair, timely, and efficient dispute resolution by promptly and efficiently providing the Board with high quality recommendations in cases pending before the Board.

Objectives

1. Increase the number of initial recommendations to the Board by 5% each year.
2. Maintain the current rate of settlement and attempt 8% more settlements each year.
3. Reduce average case processing time by 15 days each year.
4. Reduce the average case processing cost by 3% each year.
5. Reduce the percentage of rewrites by 12% each year.

Strategies

1. Analyze rewrite instructions to determine whether there is any pattern of recommendations by individual attorneys, teams, or the staff as a whole, where changes need to be made.

2. Seek ways to reduce the processing time through the use of technology, more efficient assignment and supervision of cases, and training of attorneys, paralegals, and support staff.

3. Examine ways to reduce the burden of non-case processing activities on managers, attorneys, and paralegals.

4. Work with the Professional Association to assure that the professional needs and expectations of attorneys are being met, consistent with the agency's goals and requirements.

5. Prepare briefer recommendations and recommended decisions, where appropriate, consistent with the expectations of the Board.

6. Relate individual and organizational goals, objectives, and performance standards and measures to annual performance goals.

7. Improve communications with the Board members and their staffs, other offices of the Board, and external customers to be more aware of problems and concerns with the staff's work products.

8. Implement a expedited adjudicatory process in the Office of the Clerk. The Clerk's legal staff will "filter" certain cases by identifying petitions for review that are procedurally deficient or not within the Board's jurisdiction, and submitting proposed decisions to the Board on an expedited basis.

Performance Measures

Indicator 1

Number of Recommendations to the Board

Number of Recommendations to the Board			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Number	1,871	1,964	2,062

Fiscal 1999 Performance Results

The Office recommended 1,897 decisions which are slightly more than projected.

Indicator 2

PFR Settlements

PFR Settlement Team: Settlement Attempted, Settlement Achieved, & Success Rate			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Attempted	300	325	352
Achieved	81	90	95
Success Rate	27%	27%	27%

Fiscal 1999 Performance Results

The Office attempted 320 settlements, slightly more than projected. Eighty-four settlements were achieved which produced a success rate of 27%.

Indicator 3

Average Case Processing Time

Average Case Processing Time			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Days	217	210	205

Fiscal 1999 Performance Results

The average processing was 222 days. MSPB made a concerted effort to adjudicate its oldest cases. This was somewhat successful, however, it produced a slightly higher than projected processing time. (A program implemented last year in the Office of the Clerk provided for submitting certain proposed decisions to the Board on an expedited basis. These cases were processed in an average of 35 days.) In addition, cases are becoming more complex and they require more time to adjudicate. For example, appellants are raising more issues as a result of legislation passed during the last few years, such as the Veterans Employment Opportunities Act, and the Uniformed Services Employment and Reemployment Rights Act, and whistleblowing, discrimination and related damage issues are quite complicated and often require more extensive research.

Indicator 4

Average Processing Cost

Average Processing Cost			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Dollars	$1,573	$1,526	$1,480

Fiscal 1999 Performance Results

The average processing cost was $1,587 virtually equal to the projection.

Indicator 5

Rewrites

Percentage of Cases Returned to OAC for Rewriting			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Percentage	15%	13%	11%

Fiscal 1999 Performance Results

The Office had a slightly lower than projected 14% of cases returned for rewriting. Rewrites are directed for many reasons, including error in the original recommendation, a decision by the Board to change the language of a recommended decision, a change in position by the Board, disagreement by the Board with the recommendation, or a decision by the Board that settlement efforts should be undertaken in a case.

Program Evaluation

1. Data maintained in our financial and case management systems will allow us to establish a baseline and provide the information needed to consistently monitor progress.

2. Periodic customer surveys and focus groups, especially with reference to settlement efforts.

BOARD OFFICES

Mission

To timely and efficiently make decisions relative to petitions for review and other legal matters before the Board.

Outcome

The intended outcome of the Board Office's efforts are timely resolution on the merits of cases.

Goals

Goal 3

Facilitate The Reduction Of The Backlog Of Pending Appeals

Objectives

1. Track and provide feedback as to the status of pending cases throughout headquarters to assist other offices in identifying problem areas.

2. Identify systems inefficiencies and suggest modifications to improve the case flow.

Performance Measures

1. Amount of time to process cases in Board offices.

2. Number of cases pending for over one year at headquarters.

Indicator 1

Case Processing Time

Amount of Time to Process Cases in Board Offices			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Case Processing Time - Days	39	38	38

Fiscal 1999 Performance Results

The Board Offices averaged 35 days to process a case in fiscal 1999.

Indicator 2

Pending Cases

Average Number of Cases Pending Over One Year at Headquarters			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Pending over 1 year	73	50	50

Fiscal 1999 Performance Results

The average number of cases pending over one year in fiscal 1999 was 77, slightly above the plan. The emphasis on completing the oldest cases caused some "younger" cases to exceed one year. We expect this to resolve itself in FY00. (This does not include compliance cases which often require cooperation by other agencies and their disbursement agents.)

Program Evaluation

The majority of the performance measures will be obtained from data collected by the case management system, feedback from the Chairman and other Members, the staffs of the Members, Federal Circuit decisions, and constituent outreach.

GENERAL COUNSEL

Mission

The Office of the General Counsel provides quality legal, legislative, and information services in a timely fashion to the U.S. Merit Systems Protection Board.

Outcomes

The staff provides legal, legislative and information services and is responsible for:

1. Providing the Board with legal advice on a broad range of issues;
2. Preparing proposed decisions;
3. Achieving effective enforcement of decisions;
4. Providing information to the public in plain English;
5. Coordinating legislative policy; and
6. Providing congressional liaison functions.

Goals

Goal 4

Efficiently Produce And Deliver Quality Work Products

Objectives

1. Maximum efficiency, timely completion of work, and excellent work product through:
    - Highly qualified staff; and.

- Technology applications--a paperless office.

Strategies

1. Convert internal paper files to electronic systems; e.g., brief bank, subject matter files.
2. Obtain commercial electronic services for application in staff work, e.g., legislative tracking services.
3. Identify priority training needs and target training to address specific technical and legal needs, including training to support supervisory functions.
4. Fill vacancies with employees with first-rate legal and computer skills.
5. Increase use of ADR techniques in enforcement cases.

Performance Measures

Indicator 1

Staff Documents Electronically Stored

Percentage of New Staff Documents Electronically Stored			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Electronic storage of new staff documents	0%	100%	100%

Fiscal 1999 Performance Results

This project is beginning in fiscal 2000. All new substantive documents prepared by the Office of the General Counsel are being electronically stored as of October 1, 1999.

Indicator 2

Staff Documents Electronically Stored

Percentage of Existing Staff Documents Electronically Stored			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Electronic storage of existing staff documents	0%	25%	50%

Fiscal 1999 Performance Results

This project is beginning in fiscal 2000. During early fiscal 2000 existing electronic files were moved to a location that is accessible to all staff. The remaining documents, which will need to be scanned, will be electronically stored during fiscal 2000 and 2001.

Indicator 3

Use of Commercial Services

Percent of Tracking and Status Report Function Performed Through Commercial Electronic Service			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Commercial legislative electronic service	0%	100%	100%

Fiscal 1999 Performance Results

This project is beginning in fiscal 2000. The staff will search for an appropriate service provider.

Indicator 4

Training

Percentage of Priority Training Provided			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Training	0%	75%	80%

Fiscal 1999 Performance Results

During fiscal 1999 we were able to provide training in two of the six areas (33%) that we have identified as priority training. These areas are financial and supervisory.

Indicator 5

Time to Process Cases

Amount of Time to Process All Non-Litigation Cases			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Case Processing Time - Days	163	173	147

Fiscal 1999 Performance Results

In fiscal 1999, the average processing time was 173 days. This is slightly longer than planned, but we were able to process more of the older cases than we had expected. Our experience in recent years is that the cases originally handled by OAC are becoming more complex generating more requests from the Board for advice memos from OGC. In addition, in enforcement cases we have found it takes much longer to obtain full compliance, due in significant part to the complexities of cases arising from the U.S. Postal Service.

Program Evaluation

Periodic analysis and evaluation.

ADMINISTRATIVE LAW JUDGE

Mission

The Administrative Law Judge protects the merit-based civil service system through adjudication of cases arising under federal laws and regulations.

Outcomes

In order to ensure that merit principles are protected, the intended result (outcome) is to increase assurances through the adjudicatory process that agencies comply with civil service laws.

Goals

Goal 5

Provide Fair, High-Quality, Timely, Customized, And Efficient Adjudication And ADR

Objectives

1. Insure that adjudication and ADR processes are fair, efficient, customized to meet a variety of customer needs, and result in resolution at lowest level.

2. Insure that parties are aware of their rights and obligations.

3. Insure that products (e.g., decisions, orders, rulings at hearings, and actions regarding settlement) are fair, have the appearance of fairness, are of high quality, and are issued/made in timely manner.

Strategies

1. Offer and assist in arranging ADR in appropriate cases providing for quicker decisions and earlier finality.

2. Issue orders and rulings providing clear and comprehensive information to parties concerning their rights and obligations.

3. Issue high-quality decisions with pre-issuance quality review.

Performance Measures

1. Number of cases in which ADR is providing for quicker decisions and earlier finality is offered and agreed to by parties.

2. Number of Board and court decisions finding error in ALJ's decisions.

3. Number of decisions finding error.

Indicator 1

Number of Cases in Which ADR is Offered to Parties

Number Of Cases In Which ADR is Offered To Parties			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Number of Cases	4	8	12

Fiscal 1999 Performance Results

ADR was offered to the parties is four cases. We expect the number to increase in future years.

Indicator 2

Number of Cases in Which ADR Used by Parties

Number of Cases in Which ADR Used by Parties			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Number of Cases	0	2	4

Fiscal 1999 Performance Results

We are expecting that parties will use ADR procedures in future years as the potential becomes better understood.

Indicator 3

Number of Decisions Finding Error

Number of Decisions Finding Error			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Number of Decisions	1	0	0

Fiscal 1999 Performance Results

Error was found in one decision as projected.

Program Evaluation

Data maintained in case management systems.

MINISTERIAL OPERATIONS

Mission

The Office of the Clerk of the Board is responsible for ensuring the timely and efficient accomplishment of the ministerial operations of the Board in support of its adjudicatory role; effectively manage its records, legal research, information, directives, and disclosure programs; and provide appropriate reference and research services through the law library.

The office accomplishes its mission through a staff of legal, professional and technical personnel. Responsibilities include:

1. Maintaining a system for the timely processing, recording and issuing of appellate and original jurisdiction cases; preparing and certifying records and indices to the appropriate court or administrative agency; making timely, accurate, and consistent rulings on procedural motions; making legal service of final Board orders and opinions and orders; and providing efficient and appropriate legal research and reference services;

2. Providing timely, accurate and consistent response to requests for information under the various disclosure laws and disseminating information and guidance to our general public, publishing regulatory documents in the Federal Register; and

3. Maintaining a formal system for the organization, maintenance and disposition of official records.

Outcomes

The intended outcomes of the staff's efforts are to ensure that:

1. Cases are timely processed and issued;
2. Board staff has appropriate and efficient management and research tools available;
3. Information is appropriately disseminated in accordance with applicable laws and regulations; and
4. Official records are appropriately maintained and disposed of.

Goals

1. Timely process appellate, original jurisdiction, EEOC and court cases.
2. Make precedential MSPB decisions widely and easily accessible to external customers.
3. Enhance the use of legal research tools through the efficient use of technology.
4. Timely and efficiently disseminate information to Board customers consistent with applicable disclosure laws.
5. Ensure that MSPB automated case tracking, case management and legal research systems remain technically current and are consistent with MSPB needs and budgetary considerations.

Goal 6

Timely Process Appellate, Original Jurisdiction, EEOC And Court Cases

Objectives

1. Consistently process appellate, original jurisdiction, EEOC and court cases within authorized time frames. Ensure that not more than 5% of the cases exceed existing time standards due to administrative processing delays.
2. Reduce the number of voluminous records required to be reproduced for EEOC review.

Performance Measures

Indicator 1

Timely Case Processing

Timely Case Processing			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Cases Processed (Appellate, OJ, EEOC & CAFC)	2,800	2,900	2,900
Administrative Delays	168	145	116

Fiscal 1999 Performance Results

The Office processed 2,593 cases which was slightly less than projected, however, the number of cases delayed by administrative processes, such as incomplete or lost records, 78, was significantly less than was projected.

Indicator 2

Voluminous EEOC Records

Voluminous EEOC Records			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Records Reproduced	99	125	125
Voluminous Records Reproduced	6	4	2

Fiscal 1999 Performance Results

We had to reproduce 148 records during fiscal 1999 which was significantly more than projected, however, no voluminous records, defined as requiring at least two boxes to house, needed to be reproduced.

Program Evaluation

1. Workload reports will be monitored on an ongoing basis to measure progress. These reports show the average processing time for all Board cases and are indicators of the staff's success in achieving its goal.

2. Ongoing feedback from both internal and external customers will provide additional information as to progress. Ongoing dialog is maintained with other Board legal staff and

feedback is constant. Ongoing dialog as to progress is also maintained with the Court of Appeals for the Federal Circuit and the EEOC through OCB liaisons.

3. Ongoing evaluation of case processing will be conducted to eliminate unnecessary steps and to expand employee empowerment where appropriate.

4. Monitoring with data maintained in our case management system.

5. Periodic discussions with internal customers.

6. External customer feedback.

Goal 7

Make Precedential MSPB Decisions Widely And Easily Accessible To External Board Customers

Objectives

1. Reduce the number of paper copies of MSPB decisions by 50%.

2. Implement ListServ.

3. Electronic distribution to publishers.

Performance Measures

Indicator 1

Reduction of Copies

Reduction of Copies			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Number Issued	1,900	2,000	2,000
Average Number of Paper Copies Reproduced	38,380	20,000[1]	10,000[2]

[1] Estimated Annual Savings - $10,000

[2] Estimated Annual Savings - $20,000

Fiscal 1999 Performance Results

The number of decisions issued was 2,143 which is greater than was projected which also caused the numbers pages reduced, 42,860, to be greater than projected.

Indicator 2

Implement ListServ

Implement ListServ			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
See Goal 4			

Fiscal 1999 Performance Results

Preliminary work was done in fiscal 1999 as part of our plans to implement ListServ during fiscal 2000.

Indicator 3

Electronic Distribution

Electronic Distribution			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Distribution of decisions to Information Handling Services (IHS)	300	2,000	2,000
Distribution of decisions to West	150	2,000	2,000
Number of Publishers receiving electronic copies of decisions	2	2	6

Fiscal 1999 Performance Results

There were no decisions distributed to IHS electronically because the company had not completed arrangements to accept them. Only about 50 electronic decisions were distributed to West because the company was having difficulty in reading them. However, we transferred approximately 400 decisions electronically to FPMI so that 2 publishers received electronic copies of our decisions in fiscal 1999.

Program Evaluation

1. Success in accomplishing goals will be based on external customer feedback and on the willingness of publishers to accept electronic versions of decisions through the MSPB website or by email.

2. The staff currently reproduces an average of 20 copies of each final order issued for distribution to the parties, regional and field offices, publishers and other agencies. A reduction of copies will indicate that electronic distribution is being implemented.

Goal 8

Enhance The Use Of Legal Research Tools Through The Efficient Use Of Technology

Objective

1. Convert parts of the library collection to electronic technology to achieve cost efficiencies and improve research capabilities.

2. Create optimal legal research tools for MSPB staff using electronic information.

Performance Measures

Indicator 1

Conversion of Collection

Conversion of Collection			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Paper publication sets converted to CD-ROM	7	7	3

Fiscal 1999 Performance Results

Seven paper publication sets were converted to CD-ROM format in fiscal 1999.

Indicator 2

Optimal Research Tools

Optimal Research Tools			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Conversion of MSPB Decisions for Legal Research	800	1,600	2,000
Conversion of Federal Circuit Decisions	0	600	500
Implementation of New Research Databases	0	2	2

Fiscal 1999 Performance Results

The number of decisions converted was much larger than anticipated because it includes the decisions (1979-1997) which MSPB purchased from the West Publishing Company. Approximately 800 decisions were electronically transferred to GPO for posting on the MSPB website.

Program Evaluation

1. Progress in implementing the five-year Modernization Plan for the Library. By the end of FY2000, a variety of paper copies of the collection will be converted to electronic technology.

2. Enhanced and cost efficient research should be deployed Boardwide in FY2000.

3. Ongoing feedback from customers.

Goal 9

Timely And Efficiently Disseminate Information To Board Customers Consistent With Applicable Disclosure Laws

Objectives

1. Ensure that the public has timely and equitable access to the agency's public information. This applies to information disclosed, disseminated, or otherwise made available to the public--regardless of form or format.

2. Maximize the dissemination of information by email or through the MSPB website.

Performance Measures

Indicator 1

Maximize Dissemination of Information

Maximize Dissemination of Information			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Subscribers to MSPB ListServ	0	1,000	2,000
Average monthly hits for FOIA Reading Room	0	500	1,000
Average number of Web site hits per month	8,000	12,000	16,000

Fiscal 1999 Performance Results

During fiscal 1999 MSPB averaged 8,557 hits per month which exceeded the projected amount.

Program Evaluation

1. Paper copies of a variety of information is currently distributed to requesters. Although some of the information is available in electronic form on our website, the website will be expanded to include a Freedom of Information Act Reading Room. More documents and publications will become available and requesters will be encouraged to download required information from the website. As requesters become more familiar with the information available on our website, the number of requests for paper copies should decrease.

2. MSPB intends to implement a "listserv" for certain information such as Board opinions and orders. Requesters would be able to subscribe to the service and automatically receive copies as opinions as issued. Availability of listServ will be advertised via website and Federal Register notice.

3. Assessment of MSPB website "hit" reports. These comprehensive reports provide information about visitors to the website including information being downloaded.

4. Workload reports.

5. Ongoing customer feedback should tell us if they have problems with downloading information, or that they have difficulty with the format of information sent by email.

Goal 10

Ensure That MSPB Automated Case Tracking, Case Management And Legal Research Systems Remain Technically Current And Are Consistent With MSPB Needs And Budgetary Considerations

Objectives

1. Upgrade of word processing software and implementation of document assembly and document management products.

2. Replace current case management system.

Indicator 1

Upgrade to Word 97, HotDocs & PC Docs

Upgrade to Word 97, HotDocs & PC Docs			
	FY99	**FY00**	**FY01**
Pilot participants	20	0	0
Persons trained	20	230	0
Upgrades deployed	20	230	0

Fiscal 1999 Performance Results

During fiscal 1999 20 participated in the pilot, were trained and received appropriate upgrades.

Indicator 2

Replace CMS with Law Manager 98

Replace CMS with Law Manager 98			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Pilot participants	0	20	0
Persons trained	0	0	250
Full deployment	0	0	250

Fiscal 1999 Performance Results

Although we expect to begin replacing the Case Management System with Law Manager 98 during fiscal 2000, full implementation is expected in fiscal 2001.

Program Evaluation

1. With contractor assistance, the Clerk of the Board has planned a phased installation of new software. Each phase will include a pilot period in which product performance will be evaluated and verified.

2. Workgroups, composed of a cross-section of MSPB employees, will provide continuous monitoring and feedback.

3. Regular progress briefings will occur with contractors, program and project managers. A schedule has been established for formal written reports.

4. After user training and full deployment of products, the Clerk of the Board will institute a system to monitor, evaluate, and assess user acceptability, adaptability and suggestions for changes/enhancements.

5. Personal assessment of product integration.

BUDGET ACTIVITY - MERIT SYSTEMS STUDIES

POLICY AND EVALUATION

Mission

The Office of Policy and Evaluation conducts periodic studies of the Federal civil service and other merit systems. These studies are governmentwide in scope and the data and information gathered are used to make sound, supportable judgments about the health of the merit systems and to identify opportunities for improvements in the efficiency and effectiveness of government operations through better workforce management;

Outcomes

The intended results of OPE's efforts are to strengthen the merit system and the effectiveness of Federal HRM by identifying problems with the policies and practices of federal agencies which may compromise adherence to the merit system principles, to have a significant constructive impact on future Federal HRM policies, practices, and programs in the Federal Government, to promote and maintain the health of the merit systems; and to identify and encourage the continuation of good or "best" HRM practices.

Goals

Goal 11

Promote And Protect Merit Systems Principles

Protect and promote merit system principles in Federal personnel and workforce management activities through timely and relevant review and analysis of Federal human resource management systems, programs, policies.

Objectives

Determine whether agency human resource management policies and practices are in compliance with the merit principles and conducive to the health of the merit system, and ensure that our stakeholders are aware of those findings and obtain the maximum constructive impact from OPE's studies, reports, and recommendations and avoid any unnecessary duplication of effort with other government organizations.

Performance Measures

Indicator 1

Reports and Studies

OPE Reports And Studies Examine Relevant Programs, Policies And Practices In Order To Evaluate Federal Agencies' Compliance With The Merit Principles And Significant Actions Of OPM.

Fiscal 1999 Performance Results

A measure of MSPB's success in achieving these goals is indicated by the number of times our stakeholders seek our assistance and by the number who request or electronically seek out our publications. Additionally, because our success ultimately depends on our ability to influence constructive changes in Federal human resources management policies and practices in the context of the statutory merit system principles, it is important that the recipients of our reports and recommendations view them as thorough, useful, and convincing.

Reports

OPE issued three reports during FY 1999; The Role of Delegated Examining Units, Hiring New Employees in a Decentralized Civil Service, and Building a Foundation for Merit in the Twenty-first Century

Indicator 2

Federal Policy Makers

Federal Policy Makers And Others Find OPE Evaluation Reports And Recommendations Useful			
FY98	**FY99**	**FY00**	**FY01**
30,000	30,600	31,212	31,836

Fiscal 1999 Performance Results

Demand For Our Publications

For FY 1999, we distributed 15,800 hard copies of our reports. In addition, we know that at least 20,000 copies of our reports and newsletter were downloaded from our Web site for a total of 35,800 copies. We also estimate that at least 10,000 more copies of our reports were downloaded by other web sites which also carry our reports.

Media Coverage of OPE Research

During FY 1999, the work performed by OPE was highlighted on numerous occasions in a number of different publications. In all cases the coverage we received was positive in the sense that our findings and recommendations were presented as authoritative and worth consideration.

Results of Customer Satisfaction Surveys

Our last customer satisfaction survey, conducted in 1998, found that literally 99 percent of our readers believed our reports were useful or at least somewhat useful (67 percent indicated very useful, while 32 percent said somewhat useful). Similarly, 99 percent of our customers said that the issues we addressed in our publications were at least somewhat important (81 percent indicated that the issues were very important, while 18 percent said somewhat important). When asked about the readability of our reports 94 percent of the respondents said that they were "about right", while 3 percent felt they were "too technical" and 2 percent said that they were "not technical enough."

Indicator 3

Providing a Unique and Supportable Perspective

OPE Studies Efforts Provide A Unique And Supportable Perspective Which Has Not Otherwise Been Provided By Oversight Organizations Such As GAO Or OPM.

Fiscal 1999 Performance Results

During FY 1999, OPE staff had frequent contact and discussions with representatives of the General Accounting Office (GAO), the Office of Personnel Management (OPM), and other interested non-Federal organizations such as the National Academy of Pubic Administration

(NAPA) to discuss the research we and they were planning as well as actually conducting. Those discussions had a direct impact on the plans of the respective organizations. Additionally, the products of that research in the form of all relevant reports and publications produced by GAO, OPM, and NAPA are made available to MSPB as soon as they are released. MSPB, in turn, routinely provides copies of all its products to these three organizations, and others.

BUDGET ACTIVITY - MANAGEMENT SUPPORT

INFORMATION RESOURCES MANAGEMENT

Mission

The mission of the Information Resources Management staff is to support the Merit Systems Protection Board through the efficient and cost-effective use of information technology. It is responsible for:

1. Designing, developing, implementing, and maintaining automated information systems that meet the needs of MSPB staff;

2. Operating and managing the MSPB data network including local and wide area networks and connectivity to the Internet;

3. Operating and managing a centralized computer facility comprising multiple LAN servers, data base management software, and electronic mail;

4. Providing MSPB staff with personal computer hardware and software

5. Providing technical support and training;

6. Managing the computer security program; and

7. Managing IT contractual services.

Outcomes

The outcome (results) of the information technology program at MSPB is the availability of appropriate and cost-effective information technology tools to assist agency staff in protecting the merit principles.

Goals

To support MSPB's mission and strategies, the following IRM goals have been established:

1. Achieve the strategic needs of the agency;

2. Satisfy the needs of individual customers;

3. Address internal information technology functions; and

4. Accomplish information technology innovation and learning.

The first two goals address whether the staff is providing the right products and services for MSPB and the latter two goals address how well those products and services are delivered.

Goal 12

Achieve The Strategic Needs Of The Agency

Objectives

1. Implement information technology that will assist the agency in issuing initial decisions within 120 days and decisions on petitions for review within 110 days.

2. Implement information technology that will assist the agency in reducing the amount of resources devoted to resolving disputes.

3. Make the adjudicatory process more understandable and available to MSPB customers.

Strategies

1. Through the use of client-server technology, implement an integrated electronic case file to replace the existing Case Management System and integrate case management with document preparation and storage.

2. Increase data sharing among components of the integrated electronic case file and between new systems and Lotus Notes, thus reducing redundant data entry and case processing costs.

3. Implement computer systems that are easier to maintain and modify thus reducing agency costs.

4. Provide capabilities for appellants to file appeals electronically and for case documents to be received and distributed electronically using the Internet.

Performance Measures

Indicator 1

Using Data from Databases

Number Of Document Templates Using Data Directly From CMS or Lotus Notes Databases, Where Data Sharing Is Applicable			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Document Templates	16	80	90

Fiscal 1999 Performance Results

During fiscal 1999 16 document templates used data directly from CMS Databases.

Indicator 2

Time to Modify Standard Board Documents

Amount Of Time Required To Modify Text In Standard Board Documents (Compared To Amount Of Time Required In Existing System)			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Hours	20	5	4

Fiscal 1999 Performance Results

During fiscal 1999 it took 20 hours on average to modify text in a standard board document.

Indicator 3

Documents Available in Electronic Case File

Percent Of MSPB Case Documents Available In An Electronic Case File			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Percent	0	40%	50%

Fiscal 1999 Performance Results

Preliminary work on developing the electronic case file was undertaken during fiscal 1999, but the system was not in use in fiscal 1999.

Program Evaluation

As the new systems are implemented, data concerning the number of documents integrated with case management or other data will be compared with the number currently integrated. Data for the current documents will be obtained from CMS statistics showing the number of documents generated by CMS (counted as the number of templates that will replace them, i.e., if 12 CMS Acknowledgment Orders are being replaced by 1 template in HotDocs, it is counted as 1 document in FY98) plus Microsoft Word documents that already use CMS data, such as the Case Memo. The time required for recent modifications of standard Board documents will be compared to the time required in the new system. As the document management system is implemented to store case documents electronically, the number of documents in the new system will be compared to the number of documents in a sample case files.

Goal 13

Satisfy Needs Of Individual Customers

Objectives

1. Improve accessibility to information systems and the data contained in the systems.
2. Increase IRM awareness of and responsiveness to user needs.
3. Use technology to increase customer satisfaction with IRM services.

Strategies

1. Introduce new systems in a phased approach to promote user acceptance and gain experience with the new technology.
2. Utilize the "user-friendly" capabilities of personal computers and client software (use of the mouse, buttons, drop-down lists, menus, etc.) to make information systems easier to use and the data in those systems more accessible for end-user query and reporting.
3. Increase face-to-face contact between users and IRM staff through visits to regional offices and working sessions.
4. Replace paper-based forms and approval cycles with computer applications for procurement requests, personnel requests, awards, training, requests for administrative services, and similar processes.
5. Implement computer-based document libraries to provide easy and immediate access to documents currently in paper form or scattered among several systems, network shares, directories and subdirectories.
6. Provide flexiplace users with laptop computers/docking stations to provide maximum support and access to MSPB systems with reduced expense and effort by employees.

Performance Measures

Indicator 1

Staffing Using CMS

Percent Of MSPB Staff Using CMS On A Regular Basis			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Percent	25%	65%	75%

Fiscal 1999 Performance Results

During fiscal 1999 25% of the staff used the Case Management System on a regular basis.

Indicator 2

Reports/Graphs Independently Prepared

Number Of Reports/Graphs Prepared By MSPB Staff Independently Of IRM			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Reports/Graphs	0	0	100

Fiscal 1999 Performance Results

This task is associated with the new software to be implemented in fiscal 2001.

Indicator 3

Days in Regional Offices

Number Of Days Spent In Regional Offices Analyzing Needs And Responding To User Concerns			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Days	30	35	40

Fiscal 1999 Performance Results

The staff spent 30 days in regional offices providing assistance and responding to user concerns.

Indicator 4

Replacement of Paper Based Systems

Number Of Computer Applications Replacing Paper-Based Systems			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Applications	2	5	8

Fiscal 1999 Performance Results

During fiscal 1999 2 computer applications replaced paper-based systems. In early fiscal 2000 we implemented a computer based outreach listing to help facilitate to coordination of the presentations by MSPB staff.

Indicator 5

Deployment of Docking Stations

Percent Of Flexiplace Employees With Laptop/Docking Stations			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Percent	7%	100%	100%

Fiscal 1999 Performance Results

During fiscal 1999 7% of flexiplace employees had access to laptops and docking stations.

Program Evaluation

As new systems are implemented, data concerning their use will be compared with comparable statistics for current systems. Monitoring systems will be implemented to count visits to regional offices, new computer applications, and use of laptop/docking stations.

Goal 14

Address Internal Information Technology Functions

Objectives

1. Reduce the time required to implement new systems.
2. Reduce the cost and/or staff resources required to maintain systems.
3. Maximize access to information system capabilities by HQ, regional, and flexiplace users during normal work hours.
4. Ensure that all hardware, software, networks, and applications are Y2K compliant.

Strategies

1. Use off-the-shelf software and outside services to reduce the elapsed time and IRM staff time for new systems implementation.

2. Use technology to improve internal IRM effectiveness, such as using an automated software distribution system to install software rather than physically visiting each PC to install.

3. Provide adequate backup and recovery services to maintain uninterrupted service to customers.

4. Modify application software, upgrade system software, and modify/replace hardware as needed for Y2K compliance.

Performance Measures

Indicator 1

System Uptime

Percent Uptime By System (Notes, CMS, DMS, DAS, Legal Research, LAN Shares) And Location Of User (HQ, Region, Flexiplace)			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Percent	98%	99%	99%

Fiscal 1999 Performance Results

The MSPB systems were up 98% of the time during fiscal 1999.

Indicator 2

Problems Solving and Remote Installs

Number Of Problems Resolved Or Installs Completed Remotely			
Year	**FY99**	**FY00**	**FY01**
Problems/Installs	30	75	100

Fiscal 1999 Performance Results

During fiscal 1999 the IRM staff was able to resolve problems and compete installs using remote access software in at least 30 instances.

Indicator 3

Time to Complete Upgrades

Amount Of Time And/Or Elapsed Time Required To Upgrade PC's			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Hours	4	3	2

Fiscal 1999 Performance Results

During fiscal 1999 upgrades were accomplished on average in less than four hours.

Indicator 4

Y2K

Number of Y2K Problems Surfacing After 1/1/2000			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Problems	n/a	0	0

Fiscal 1999 Performance Results

This measure did not cover fiscal 1999.

Program Evaluation

Statistics currently maintained on system availability and installation will be used to establish a baseline and will be compared against statistics for new systems. Y2K problems will be monitored.

Goal 15

Accomplish Information Technology Innovation, Training, And Learning

Objectives

1. Maximize effective use of information technology through training and on-line resources.

2. Maintain currency in information technologies.

Strategies

1. Provide end-user classroom training for all new systems.

2. Send staff to technical training for new technologies and software.

3. Purchase or develop interactive training modules that can be used by MSPB staff on their own time, as refresher training and for new employees (both end-user and IRM technical training).

4. Maintain user guides and other software documentation in on-line libraries (both for end-users and for technical staff)

5. Promote sharing of knowledge by MSPB staff through Lotus Notes discussion databases and working meetings.

6. Evaluate new technology for applicability to MSPB environment and needs.

Performance Measures

Indicator 1

New Technology

Percent Of MSPB Staff Receiving Classroom Training In New Technologies			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Percent	60%	90%	100%

Fiscal 1999 Performance Results

By the end of fiscal 1999 60% of the staff had received training in Lotus Notes. During fiscal 2000 training will conducted in Hot Docs, Word 97, and Docs Open.

Indicator 2

On-line Training

Percent Of Applications Where On-Line Training Is Available			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Percent	15%	45%	50%

Fiscal 1999 Performance Results

During fiscal 1999 15% of the applications have on-line training available.

Indicator 3

On-Line Documentation

Percent Of Applications Where On-Line Documentation Is Available			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Percent	75%	80%	90%

Fiscal 1999 Performance Results

During fiscal 1999 75% of the applications have on-line documentation available.

Indicator 4

New Products or Technologies

Number Of New Products Or Technologies Evaluated By IRM Staff			
Year	**FY99**	**FY00**	**FY01**
New Technologies	3	5	8

Fiscal 1999 Performance Results

During fiscal 1999 the IRM staff evaluated 3 new technologies, voice recognition, laptop/docking stations, and scanners. During fiscal 2000 the IRM staff will evaluate projectors for computer based demos, Zenworks, NT5, Netware5, and Notes5.

Program Evaluation

Existing data on training and on-line documentation will be used as a baseline to compare against comparable statistics with the new systems. Exploration of new technologies will be monitored and counted.

EQUAL OPPORTUNITY

Mission

The Office of Equal Employment Opportunity's mission is to promote equal opportunity in employment by enforcing the Federal civil rights employment laws through administrative actions, education and technical assistance.

OEEO accomplishes its mission through a staff of 1.5 employees. OEEO is responsible for the enforcement of key Federal statutes prohibiting discrimination in the workplace:

1. Title VII of the Civil Rights Act of 1964, which prohibits employment discrimination based on race, color, religion, sex or national origin or retaliation;

2. The Age Discrimination in Employment Act of 1967, which protects those age 40 and over from discrimination;

3. The Equal Pay Act of 1963, which prohibits sex-based wage discrimination between men and women in the same establishment who are performing equal work under similar working conditions; and,

4. Sections 501 and 504 of the Rehabilitation Act of 1973, as amended, which prohibits employment discrimination against people with disabilities in the Federal sector.

The OEEO's mission includes a wide range of activities designed to promote equal opportunity in employment through the enforcement of the Federal laws prohibiting discrimination in employment. Significant functions associated with the administrative actions of enforcing the laws include:

1. Counseling, investigation, adjudication, settlement and conciliation of complaints; resolving complaints using other forms of alternative dispute resolution; and,

2. Educational and technical assistance, i.e., outreach to employees, training sessions, and information and guidance on employment discrimination issues and law, and affirmative employment issues.

In addition, the OEEO is tasked with the responsibility of overseeing and monitoring the MSPB's Career Transition Center (CTC). The mission of the CTC is to maintain current self-directed employment computer programs to assist MSPB employees who are attempting to transition to other employment opportunities.

Outcomes

The intended outcomes of the OEEO's Federal civil rights efforts are to ensure that:

1. Former and present employees and applicants for employment are aware of their EEO rights and responsibilities;

2. Counselings are conducted in a timely and legally sufficient manner;

3. Complaints are resolved at the earliest opportunity;

4. Investigations are conducted in a timely and legally sufficient manner;

5. Resolutions are fair, impartial, and appropriate;

6. Decisions are impartial/based solely on the evidentiary record and legally sufficient;

7. EEOC hearings requested by complainants are properly and promptly facilitated;

8. EEOC appeals are properly coordinated and all issues are addressed; and,

9. MSPB's workforce is reflective of the population as a whole.

The intended outcome of the OEEO's CTC effort is to ensure that employees are provided access to necessary tools to assist them in their self-directed job search.

Goals

Goal 16

Efficiently Produce And Deliver Quality Work Products

Objectives

1. Efficiently process counseling and complaints of discrimination.

2. Develop data base to accurately capture timeliness of case processing sequence.

3. Timely revise MSPB's implementing regulations, when necessary, to conform with EEOC's changes to 29 CFR 1614 and management directive.

4. Efficiently conduct a review of MSPB's recruitment policy, procedure, practice and make any necessary recommendations.

5. Efficiently review MSPB's electronic information systems to determine that EEO information is included, easy to read, and accessible, and make any necessary recommendations.

6. Efficiently assess and address Career Transition Center users' needs.

Performance Measures:

Indicator 1

Counseling

Percentage Of Counseling Completed Within 30 Days Of Initial Contact With A Counselor			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Percentage	40	80	85

Fiscal 1999 Performance Results

During fiscal 1999 40% of the counseling with completed with 30 days of initial contact with a counselor.

Indicator 2

Complaints Closed

Percentage Of Complaints Investigated Within 180 Days From Filing			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Percentage	70	80	85

Fiscal 1999 Performance Results

During fiscal 1999 we investigated 70% of the complaints received within 180 days.

Program Evaluation

Performance measures will be obtained from information collected by (soon to be developed) counseling/complaint data base, and by periodic assessment and users' surveys.

FINANCIAL AND ADMINISTRATIVE MANAGEMENT

Mission

Provide Financial, Administrative and Personnel support to MSPB to assist in promoting:

1. Fair, timely, and efficient dispute resolution; and
2. Timely and relevant review of Federal human resource management systems, programs, policies, and initiatives.

Outcomes

Offices throughout MSPB have sufficient and increasingly more efficient resources to support their missions.

Goals

Goal 17

Manage The MSPB Budgetary Process To Ensure The Availability Of Funds To Support Major Missions And Spending Priorities

Objectives

Ensure individual office have needed funds to operate on a daily basis and that MSPB has needed funds to support short and long range improvement efforts.

Strategies

1. Budgets sent to OMB in September and Congress in February accurately reflect MSPB's needs and are well written, complete, accurate, and timely.

2. Available funds are allocated efficiently, to reflect agency priorities, and adjustments are made timely when needed.

3. Needed adjustments to the allocations are made as necessary.

4. All of the funds made available are efficiently used.

Performance Measures

Indicator 1

Budgets

Budget			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Requests Submitted	On-Time	On-Time	On-Time
Supplementals	Requested as needed to support unplanned/ unfunded needs	Requested as needed to support unplanned/ unfunded needs	Requested as needed to support unplanned/ unfunded needs
Allocations	Presented to Chief of Staff 30 days of Appropriation	Presented within 30 days of Appropriation	Presented within 30 days of Appropriation

Fiscal 1999 Performance Results

We submitted the OMB and Congressional Submission for fiscal 2000 on time in February and September 1999.

We submitted two supplemental for Y2K funding and received all that we asked for.

The fiscal 1999 appropriations bill was signed on October 21 and the allocations were presented to the senior staff on November 10.

Program Evaluation

We will record the dates of budget submissions and comments received from OMB, Congress, and our other customers.

Goal 18

Improve Services, Reduce Costs And Save Time In Provision Of Services

Objectives

Reduce the time and expense associated with the provision of administrative services while improving their overall quality.

Strategies

1. Improve voice communications thorough use of digital technology;
2. Reduce costs by making effective use of the FTS2001 contract;
3. Improve video-conferencing by ensuring all systems have same software versions.
4. Explore new video technologies such as desk top and implement where it is appropriate and cost effective.
5. Improve the T&A process by working with Kronos to improve the system and to expand use of Kronos to other offices not currently using it, if appropriate.
6. Improve the timelines and accessibility of financial data for use by FAMD and individual offices.
7. Ensure MSPB makes use of the latest systems and technologies available to us from NFC and ABS.
8. Reduce financial reporting requirements without adversely impacting budget execution.
9. Automate as many administrative systems and processes as possible including such things as processing credit cards, assisting travel payments, improving budget data.
10. Use the Internet to secure and disseminate procurement and related information.

Performance Measures

Indicator 1

Improve Voice and Video Communications

Improve Voice and Video Communications			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Telecommunications, Long Distance Bills	$50,000 per month	$45,000 per month	$40,000 per month
Digital Voice System	Installed in 2 Offices	Installed in 4 Offices	Installed in 6 Offices
Video Software Venue	4 versions	4 versions	Single Version
New Video Tech.	None	Pilot desk-top	Install Desk-top

Fiscal 1999 Performance Results

During the latter part of fiscal 1999 we signed an agreement with Sprint which is expected to lower the monthly FTS bill from about $50,000, which the agency paid during the first several months of fiscal 1999, to about $40,000 or less when the contract is fully implemented.

We have installed digital voice systems in Atlanta and headquarters during fiscal 1999 and are in the process of installing it in more offices.

Indicator 2

Improve the T&A Process

Improve the T&A Process			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Offices using Kronos	5	10	All
RO/FO's Using Winframe	None	5	10
Errors due to Kronos software problems	Anecdotal	Measure problems by Pay Period	Measure problems by Pay Period
Provide "on-line" training	None	Pilot use of Notes Screen-Camera	Implement

Fiscal 1999 Performance Results

The system was successfully operated in five offices and plans are underway to increase the installation to five more in fiscal 2000.

Indicator 3

Make Financial Information Readily Available

Make Financial Information Readily Available			
Item	**FY99**	**FY00**	**FY01**
Convert NFC reports from paper to electronic	Ceiling and DTR reports (partial)	Add Budget and 113	Add billing reports
Get reports into Lotus Notes Database	None	All	All

Fiscal 1999 Performance Results

We were successful in getting all of the reports converted from paper to electronic during fiscal 1999 and began to put the reports in a Lotus Notes data base which makes them accessible to the entire agency staff.

Indicator 4

Improve Credit Card Program

Improve Credit Card Program			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Reduce PO's	50 annually	25 annually	25 annually
Provide "on-line" training to card holders	None	Pilot use of Notes Screen-Camera	Implement
Install NFC software upgrades	As Available	Request new features from NFC	Request new features from NFC

Fiscal 1999 Performance Results

We issued 55 purchase orders during fiscal 1999 and expect to reduce the number significantly during fiscal 2000.

We installed one NFC upgrade, PCMS.

Indicator 5

Simplify Travel Payment Systems

Simplify Travel Payment System			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Expand use of central payments	None	Common Carrier	Add Lodging

Fiscal 1999 Performance Results

During fiscal 1999 we began working on expanding the use of central payments to both common carriers and lodging.

Indicator 6

Make Use of the Internet

Make Use of the Internet			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Publish an FAM "Homepage"	None	Initial	Full implementation
Collect and use information from Internet	None	Educational Equipment	Add Court reporting

Fiscal 1999 Performance Results

We establish a FAM homepage as part of the MSPB home page.

We are finding many uses of the internet for accomplishing our work.

Program Evaluation

We will examine various types of billing and cost information as well as monitoring total orders process and percent processed via credit card and other electronic means.

We will perform a customer survey to determine needs for training and information needs.

Goal 19

Ensure Management Systems Have Sound Internal And Management Controls

Objectives

We provide adequate review of internal systems to identify potential vulnerabilities and assure that we have reasonable safeguards in place.

We provide adequate review of management controls to identify potential vulnerabilities and assure that we have reasonable safeguards in place.

Strategies

1. We will determine which areas should be studied in depth and procure contractor assistance in performing the studies.

2. We will analyze the recommendations made by the consultants and take appropriate follow-up action.

3. We will maintain a multi-year schedule so assure that all the important areas are covered in a systematic way.

4. We will provide accurate and timely information in our annual report to OMB.

Performance Measures

Indicator 1

Internal and Management Controls

Internal and Management Controls			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Conduct IC Reviews	Computer Security	Travel, Procurement and Credit Cards	General Ledger, T&A, Travel

Fiscal 1999 Performance Results

Work was begun on the computer security study during fiscal 1999 and it was finished during early 2000.

Program Evaluation

We will conduct reviews in accord with Generally Accepted and Government standards.

Goal 20

Providing Effective And Efficient Personnel Management Services

Objectives

Provide human resource management services and information that meet the needs of MSPB managers, supervisors and employees.

Strategies

1. The cost of services provided by APHIS continues to be less expensive than having in house staff perform the work.

2. Information, services, and material from OPM and APHIS are provided timely to MSPB staff.

3. Services provided by APHIS are of high quality and are timely.

4. Special services, such as retirement counseling, are provided as needed.

5. Review the range of services provided and expand APHIS' role as possible and necessary.

6. Work with APHIS to identify and correct any problem issues regarding quality and timeliness.

Performance Measures

Indicator 1

Cost and Range of Services

Cost and Range of Services			
Item/Fiscal Year	**FY99**	**FY00**	**FY01**
Cost of HR Services	$1,000,000 pre APHIS	Under $200,000	Under $200,000
Range of Services provided	Current range of services	Consider adding Drug Testing	Consider adding EAP and Health Units
Timeliness of services	APHIS workload measures	Measure against 1st year benchmark	Adjust Benchmarks as appropriate

Fiscal 1999 Performance Results

During fiscal 1999 MSPB spent $125,000 for the interagency agreement plus had one permanent staff member. They provided a full range of services.

Program Evaluation

We will record the results of timeliness measures and compare them with the base we are establishing.

We will consult with other offices and employees within MSPB to gauge their perceptions of service levels.