U.S. Merit Systems Protection Board

FY 2001 - 2006

Strategic Plan

Merit Systems Protection Board

Strategic Plan

FY 2001 – FY 2006

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TABLE Of CONTENTS

Section Page

Mission 1

Adjudication 2
Goal #1 To consistently provide fair, timely, and efficient adjudication of cases filed with the Board. 2
Objectives 2
Assumptions/Factors Affecting Outcome 2
Performance Indicators 2
Responsible Functions 3
Goal #2 To make effective use of alternative methods of dispute resolution in Board proceedings and to promote through education, outreach, and other appropriate means the use of alternative methods of dispute resolution and avoidance in the early stages of a dispute 3
Objectives 3
Assumptions/Factors Affecting Outcome 3
Performance Indicators 3
Responsible Functions 4

Merit Systems Studies 4
Goal #3 To provide information, analyses, and recommendations on Federal personnel programs, policies, and initiatives to policymakers, Federal agencies and employees, and others with an interest in Federal human resources management. 4
Objectives 4
Assumptions/Factors Affecting Outcome 5
Performance Indicators 5
Responsible Functions 5

Management Support 5
Goal #4 To strengthen the MSPB's internal systems and processes to support a continually improving, highly effective and efficient organization with the flexibility to meet program needs 5
Objectives 5
Assumptions/Factors Affecting Outcome 6
Performance Indicators 6
Responsible Functions 6

Goal #5 To develop the MSPB's human resources to ensure a continually improving, highly effective and efficient organization with the flexibility to meet program needs. 7
Objectives 7
Assumptions/Factors Affecting Outcome 7
Performance Indicators 7
Responsible Functions 7

MERIT SYSTEMS PROTECTION BOARD
STRATEGIC PLAN
FY 2001 -2006

MISSION

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

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

To accomplish its mission, the MSPB has established the following goals:

1. To consistently provide fair, timely, and efficient adjudication of cases filed with the Board.
2. To make effective use of alternative methods of dispute resolution in Board proceedings and to promote through education, outreach, and other appropriate means the use of alternative methods of dispute resolution and avoidance in the early stages of a dispute.
3. To provide information, analyses, and recommendations on Federal personnel programs, policies, and initiatives to policymakers, Federal agencies and employees, and others with an interest in Federal human resources management.
4. To strengthen the MSPB's internal systems and processes to support a continually improving, highly effective and efficient organization with the flexibility to meet program needs.
5. To develop the MSPB's human resources to ensure a continually improving, highly effective and efficient organization with the flexibility to meet program needs.

ADJUDICATION

Goal #1

To consistently provide fair, timely, and efficient adjudication of cases filed with the Board.

OBJECTIVES

1. Issue high quality decisions
2. Issue timely decisions at both the regional office and Board headquarters levels
3. Hold increase in average case processing costs to no more than the percentage increase in operating costs, adjusted for the change in the number of decisions issued
4. Obtain customer input regarding the adjudicatory process

ASSUMPTIONS/FACTORS AFFECTING OUTCOME

- Adequate staffing and budget
- Relative stability in case intake
- Normal attrition rate

PERFORMANCE INDICATORS

- Consistency in application of established decision quality standards
- Percentage of petitions for review reversed and/or remanded by Board to MSPB judges for new decisions
- Percentage of proposed decisions returned by Board to headquarters legal offices for rewrite
- Percentage of final Board decisions upheld on review by the United States Court of Appeals for the Federal Circuit
- Average case processing times for initial decisions, petitions for review of initial decisions, and enforcement cases
- Number of cases pending more than 300 days at headquarters
- Average total case processing costs for initial decisions and petitions for review
- Feedback from customer surveys

RESPONSIBLE FUNCTIONS

• Decision Quality Standards	Board, OGC, OAC, ORO/Regional Offices, ALJ, Clerk
• Decisions Upheld by the Courts	Board, OGC, OAC, ORO/Regional Offices, ALJ
• Case Processing Timeliness	Board, OGC, OAC, ORO/Regional Offices, ALJ, Clerk, IRM
• Case Processing Costs	FAM, ORO/Regional Offices, ALJ, IRM
• Customer Surveys and Outreach	Board, ORO/Regional Offices, OPE

Goal #2

To make effective use of alternative methods of dispute resolution in Board proceedings and to promote through education, outreach, and other appropriate means the use of alternative methods of dispute resolution and avoidance in the early stages of a dispute

OBJECTIVES

1. Continue the successful use of alternative dispute resolution (ADR) procedures in MSPB proceedings at both the regional office and Board headquarters levels
2. Promote the use of ADR procedures in the early stages of a dispute in order to resolve appealable matters at the lowest practicable level and reduce the costs of conflict
3. Provide governmentwide leadership in the use of ADR to resolve Federal personnel disputes

ASSUMPTIONS/FACTORS AFFECTING OUTCOME

- Trained and skilled staff
- Enabling legislation and appropriations for pilot program to evaluate use of voluntary early intervention ADR in certain personnel disputes
- Sufficient internal training resources
- Sufficient resources to conduct outreach

PERFORMANCE INDICATORS

- Number and types of disputes adjudicated by the MSPB at both the initial appeal and petition for review levels, and number and types resolved without a full adjudication on the merits (i.e., settlement rates)

- Savings in MSPB case processing costs and cost savings for agencies and employees attributable to settlement programs (i.e., what case processing costs would have been absent MSPB settlement programs)

- Number and types of disputes involving appealable matters resolved at the agency level (contingent on enabling legislation and appropriation for ADR pilot program being enacted)

- Early and ongoing evaluation of customer acceptance and use of MSPB-provided ADR processes and services (extent of customer survey contingent on enabling legislation and appropriation for ADR pilot program being enacted)

RESPONSIBLE FUNCTIONS

• Numbers and types of cases	Board, OGC, OAC, ORO/Regional Offices, ALJ, Clerk
• Customer Surveys, Other Relevant Data Gathering Activities, and Outreach	Board, ORO/Regional Offices, ALJ, OPE
• Cost Savings	FAM, OPE

MERIT SYSTEMS STUDIES

Goal #3

To provide information, analyses, and recommendations on Federal personnel programs, policies, and initiatives to policymakers, Federal agencies and employees, and others with an interest in Federal human resources management.

OBJECTIVES

1. Conduct governmentwide merit systems studies that provide information on, and analyses of, the state of Federal merit systems and the Federal workforce to policymakers, Federal agencies and employees, and others with an interest in Federal human resources management; and make recommendations for improving the Federal Government's ability to implement and maintain efficient and effective human resources management programs, policies, and practices that adhere to the merit system principles

2. Determine through merit systems studies the extent to which Executive Branch departments and agencies operate in a manner consistent with the statutory merit system principles and the extent to which prohibited personnel practices occur in the Federal workplace

ASSUMPTIONS/FACTORS AFFECTING OUTCOME

- Adequate staffing and budget
- Normal attrition rate

PERFORMANCE INDICATORS

- Number of MSPB reports and *Issues of Merit* newsletters issued, and number requested in printed or electronic form or downloaded from Web sites
- Indications that the findings and recommendations from MSPB studies are being used, e.g., implementation of recommendations; requests for presentations and/or participation in professional meetings by MSPB staff; references to MSPB studies in policy papers, professional literature, and the media
- Feedback from customer surveys and key stakeholders

RESPONSIBLE FUNCTIONS

• Conduct of Studies	Board, OPE
• Dissemination of findings and recommendations from studies	OPE
• Customer Surveys	OPE
• Outreach	Board, OPE

MANAGEMENT SUPPORT

Goal #4

To strengthen the MSPB's internal systems and processes to support a continually improving, highly effective and efficient organization with the flexibility to meet program needs.

OBJECTIVES

1. Develop and implement a MSPB strategic plan, with appropriate annual performance goals, objectives and measures, to direct individual and organizational efforts
2. Allocate resources in support of mission requirements with flexibility to meet changes in workload and agency priorities

3. Develop and implement an integrated and updated automated agency-wide case management system to assist in effective case processing, management, and program evaluation

4. Develop and implement electronic case filing to allow appellants and agencies to file and receive documents electronically

5. Improve electronic access via the Internet and other available resources to MSPB case-related decisions, procedures, and guidance

6. Identify, test, and implement, as appropriate, new technologies that will increase efficiency, reduce costs, and improve customer services

ASSUMPTIONS/FACTORS AFFECTING OUTCOME

- Adequate staffing levels and budget
- Adequate technical, program, and financial resources

PERFORMANCE INDICATORS

- OMB and Congressional approval of plans
- Improved organizational performance
- Implementation of components of the information technology initiative on schedule
- Systems availability and responsiveness to user needs
- Customer (internal and external) feedback

RESPONSIBLE FUNCTIONS

• Strategic and Performance Plans	All offices under direction of the Chairman and Chief of Staff
• Organizational performance	All offices under direction of the Chairman and Chief of Staff
• Information technology initiative	Chief of Staff (as CIO), Clerk, IRM
• Systems availability and responsiveness to user needs	Chief of Staff (as CIO), IRM
• Customer feedback	IRM, FAM, Clerk, OPE

Goal #5

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

OBJECTIVES

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

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

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

ASSUMPTIONS/FACTORS AFFECTING OUTCOME

- Adequate staffing levels and budget

PERFORMANCE INDICATORS

- Improved individual and organizational performance
- Improved workforce relationships and internal communications

RESPONSIBLE FUNCTIONS

• Organizational performance	All offices
• Workforce relationships and internal communications	EEO, FAM, and APHIS, working with all offices