
United States
Merit Systems Protection Board



Strategic Plan for FY 2026-2030

April 3, 2026

This document is for internal use only and is embargoed from release without the permission of the Acting Chairman or the Executive Director.

Table of Contents

Introduction.....	3
MSPB Strategic Framework	4
MSPB Mission	4
MSPB Vision.....	4
MSPB Organizational Values	4
Strategic Goals and Objectives	5

DRAFT

Introduction

A highly qualified federal workforce, managed according to the merit system principles (MSPs) and in a manner free from prohibited personnel practices (PPPs) is essential to effective agency performance and public service. The MSPs represent core management practices that help to ensure that the federal government is able to recruit, select, develop, and retain top talent. These principles help reduce staffing costs and improve organizational outcomes. In contrast, PPPs are explicitly prohibited behaviors that undermine MSPs and diminish the efficiency and effectiveness of the federal workforce and the government as a whole.

The Merit Systems Protection Board (MSPB or Board) serves as the guardian of the federal merit systems. The Board was established by Reorganization Plan No. 2 of 1978, which was codified by the Civil Service Reform Act of 1978 (CSRA), Public Law No. 95-454. The CSRA, which became effective January 11, 1979, replaced the Civil Service Commission with three new independent agencies: the Office of Personnel Management (OPM), which manages the federal workforce; the Federal Labor Relations Authority, which oversees federal labor-management relations; and the Board.

MSPB carries out two primary statutory functions: (1) adjudicating federal employment appeals, and (2) conducting independent, objective studies of the federal merit systems and federal human capital management issues. Pursuant to the CSRA and various other statutes, MSPB adjudicates appeals of adverse actions (e.g., removals, suspensions for more than 14 days, and furloughs), performance-based actions, claims of whistleblower reprisal, veterans' preference matters, claims of discrimination against those who have performed uniformed service, and federal retirement matters.

MSPB has a range of customers, partners, and stakeholders that include the President and the Congress who receive our reports on federal merit systems studies and on OPM significant actions, and who look to MSPB as a key component of a healthy civil service. Adjudication customers include those who appear before us, such as appellants, appellant representatives, and agency representatives. Customers and stakeholders who are primarily interested in our merit systems studies and OPM review functions include agency leaders, chief human capital officers, human resources directors and specialists, equal employment opportunity directors and specialists, academics, and other government and non-profit organizations that do work similar to MSPB's studies function, such as the Government Accountability Office.

Considering MSPB's relatively small size and budget, it provides enormous value to the federal workforce, federal agencies, and the taxpayer. By fulfilling its responsibilities, MSPB supports the President's priorities of [*Reforming the Federal Hiring Process and Restoring Merit to Government Service*](#). This Strategic Plan outlines MSPB's direction for fiscal years (FYs) 2026–2030. It defines the agency's mission; identifies long-term goals; and explains how MSPB will fulfill its responsibilities to uphold merit, promote adherence to MSPs, and prevent PPPs.

MSPB Strategic Framework

MSPB Mission

To protect the merit system principles and promote an effective federal workforce by adjudicating employee appeals, conducting objective studies, and providing guidance on fair and lawful personnel practices.

MSPB Vision

A trusted guardian of merit, ensuring a federal civil service that is fair, accountable, and committed to excellence in providing services to the American taxpayer.

MSPB Organizational Values

Excellence: We will base our decisions on statutes, regulations, and legal precedents; use appropriate research methods to conduct our studies and make practical recommendations for improvement; and develop and use appropriate processes to review the regulations and significant actions of OPM. We will interact with our customers and stakeholders in a professional, respectful, and courteous manner. We will strive to be a model merit-based organization by applying the lessons we learn in our work to the internal management of MSPB.

Fairness: We will conduct our work in a fair, unbiased, and objective manner. We will consider the various perspectives and interests of stakeholders in our work, and in our external and internal interactions with individuals and organizations.

Timeliness: We will issue timely decisions in accordance with our performance goals and targets. We will issue timely reports on the findings and recommendations of our merit systems studies. We will respond promptly to inquiries from customers and stakeholders.

Transparency: We will make our regulations and procedures straightforward and communicate with our customers and stakeholders using clear language. We will ensure our decisions, merit systems studies, and other materials are easy to understand and widely available on our website.

Strategic Goals and Objectives

Strategic Goal 1: Strengthen adjudicatory excellence by providing understandable, high-quality resolution of appeals through fair, efficient, and transparent adjudication and alternative dispute resolution (ADR).

Strategic Objectives:

1A: By the end of FY 2030, further enhance the capabilities and processes associated with adjudication to ensure fair, accurate, and timely decisions in all appeals.

Performance Goals:

1A-1: Efficiently issue decisions on Initial Appeals.

1A-2: Efficiently issue decisions on HQ cases.

1A-3: Maximize the percentage of cases affirmed on the merits by the U.S. Court of Appeals for the Federal Circuit.

1B: By the end of FY 2030, leverage ADR to further improve adjudicatory efficiency.

Performance Goal:

1B: Consistently achieve participant satisfaction with the ADR process.

Strategic Goal 2: Enhance the adherence to merit system principles and the prevention of prohibited personnel practices through research and outreach.

Strategic Objectives:

2A: By the end of FY 2030, improve the federal workforce's understanding of the merit system principles.

Performance Goal:

2A: Publish MSPB study reports, briefs, or other documents.

2B: By the end of FY 2030, increase awareness of MSPB's mission through strategic communication.

Performance Goals:

2B-1: Consistently achieve user satisfaction with MSPB's website.

2B-2: Consistently achieve audience satisfaction with outreach engagements.

Strategic Goal 3: Build organizational capacity and resilience by leveraging technology, advancing data maturity, and improving processes.

Strategic Objectives:

3A: By the end of FY 2030, improve information technology (IT) capabilities through enhanced utilization of artificial intelligence (AI) and other relevant IT systems.

Performance Goal:

3A: Percentage of MSPB staff actively using AI tools in their work.

3B: By the end of FY 2030, advance enterprise data maturity in accordance with government-wide requirements.

Performance Goal:

3B: Percentage of errors in data reports from records systems.

3C: By the end of FY 2030, leverage available resources to improve services and maximize organizational performance.

Performance Goals:

3C-1: Reduce the time to hire.

3C-2: Realize cost savings by reducing records storage.

DRAFT

DRAFT



U.S. Merit Systems Protection Board
1615 M Street, NW
Washington, DC 20419

www.mspb.gov
[@USMSPB](https://twitter.com/USMSPB) on Twitter
MSPB on [LinkedIn](https://www.linkedin.com/company/usmerit)