

Federal Mine Safety and Health Review Commission (FMSHRC)

Strategic Plan 2026-2030



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On behalf of the Commission, I am pleased to present the Federal Mine Safety and Health Review Commission (FMSHRC) Strategic Plan – a roadmap that reflects both our shared values and our collective ambition for the future.

This plan is grounded in careful reflection on where we have been, the challenges we face, and the opportunities before us. It recognizes a changing environment that demands clarity of purpose, strong governance, and a continued commitment to excellence. Most importantly, it affirms our responsibility to serve with integrity, transparency, and accountability in support of the public trust.


The Strategic Plan is aligned with the Presidential Management Agenda (PMA) and broader Administration priorities, emphasizing effective stewardship of resources, a high-performing and resilient workforce, data-informed decision-making, and operational excellence. By aligning our goals with these government-wide priorities, FMSHRC reinforces its commitment to sound management practices and to delivering results that strengthen public confidence in federal institutions.

Over the coming years, FMSHRC will focus on strengthening its core adjudicatory functions, enhancing organizational effectiveness, and ensuring that our decisions are informed, fair, and responsive. The strategic priorities outlined in this plan are designed to guide our actions while remaining flexible enough to adapt to emerging needs, evolving circumstances, and future Administration initiatives.

This plan is the result of thoughtful collaboration among FMSHRC leadership, staff, and stakeholders. I extend my sincere appreciation to all who contributed their time, expertise, and perspective. Your engagement has helped shape a strategy that is both realistic and aspirational.

Successful implementation will require sustained commitment and shared responsibility. FMSHRC will provide oversight and strategic direction to ensure effective execution, accountability, and continued alignment with our statutory mandate, the PMA, and Administration priorities.

As Chair, I am confident that this Strategic Plan positions FMSHRC to move forward with purpose and resilience. Together, we will continue to build an organization that is trusted, effective, and prepared to meet the demands of the future.



Marco M. Rajkovich, Jr.
Chair

Enabling Legislation

FMSHRC is an independent adjudicatory agency established under Section 113 of the Federal Mine Safety and Health Act of 1977, as amended. The Mine Act assigns FMSHRC responsibility for adjudicating disputes arising from the enforcement of mandatory mine safety and health standards of the nation's mines.

Agency

Under the Mine Act, FMSHRC does not regulate the mining industry, nor does it enforce the Mine Act; those functions are delegated to the Secretary of Labor acting through the Mine Safety and Health Administration (MSHA), and, with respect to Section 105(c)(3), to miners themselves.

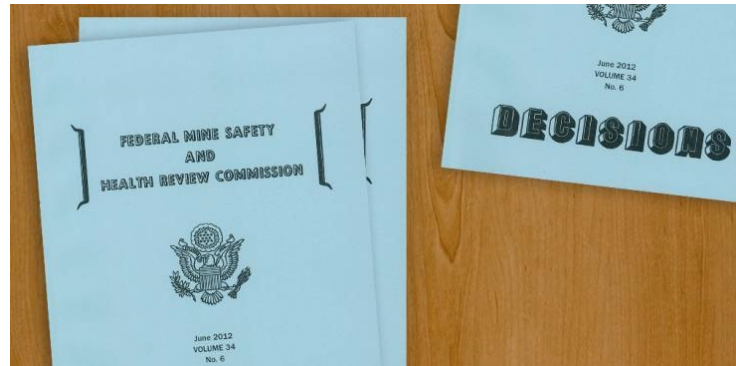


FMSHRC carries out its responsibilities through trial-level adjudication by administrative law judges (ALJs) and appellate review of the ALJs' decisions by a five-member Commission. The Commissioners are appointed by the President and confirmed by the Senate.

Most cases involve the contest of civil penalties proposed by MSHA to mine operators for alleged violations of mandatory health and safety standards, and address whether the alleged safety and health violations occurred, as well as the assessment of appropriate civil penalties. FMSHRC is required by the Mine

Act to review proposed penalty settlements between operators and MSHA to ensure that a penalty once proposed and contested before FMSHRC is not compromised out of the view of the public and without justification. Other types of cases include contests of MSHA orders to close a mine for health or safety reasons, miners' requests for compensation after being idled by such orders, review of MSHA's approval or disapproval of operators' emergency response and other mine safety plans, miners' complaints that they suffered discrimination because they exercised protected safety rights, and miners' allegations of interference with the exercise of such rights. Disputes involving the temporary reinstatement of a miner or an emergency response plan must be decided on an expedited basis.

Once a case is filed with FMSHRC, it is referred to the Chief Administrative Law Judge (Chief ALJ). Thereafter, litigants in the case must submit additional filings before the case is assigned to an ALJ. To expedite the decisional process, the Chief Judge may rule on certain motions and, where appropriate, issue orders of settlement, dismissal, or default. Otherwise, once a case is assigned to an individual ALJ, that ALJ is responsible for the case and rules upon motions and settlement proposals. If a hearing is necessary, the ALJ schedules and presides over the hearing, and issues a decision based upon the record. An ALJ's decision becomes a final, non-precedential order of FMSHRC unless it is accepted for appellate review by the Commissioners.



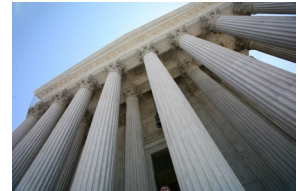
FMSHRC provides administrative appellate review. It may, in its discretion, review decisions issued by ALJs when requested by a litigant, or it may, on its own initiative, direct cases for review. The Commissioners' decisions are precedential, and appeals from the Commissioners' decisions are heard in the federal courts of appeals.

Location

FMSHRC is headquartered in Washington, DC, with satellite offices located in Denver, CO, and Pittsburgh, PA.

Mission

The mission of FMSHRC is to provide just and speedy adjudication of proceedings authorized under the Mine Act in a manner that ensures an unbiased resolution and penalty that is not compromised out of view of the public.



Core Values

FMSHRC's work is guided by core values that ensure lawful, impartial, and accountable administration of its statutory responsibilities:

- **Impartial Administration** – Applying governing laws, regulations, and policies consistently, without bias, and in accordance with due process requirements.
- **Professional Conduct** – Maintaining ethical standards, procedural discipline, and appropriate decorum in all official actions.
- **Process Integrity** – Safeguarding the fairness, reliability, and credibility of the adjudicatory process through adherence to established procedures and internal controls.
- **Public Accountability** – Executing duties with integrity, transparency, and stewardship of public authority and resources.



FMSHRC's Strategic Plan focuses on four goals:



Strategic Goal 1:

Improve Adjudicatory Processes Across Trial and Appellate Functions

How we deliver.



Strategic Goal 2:

Strengthen Internal Controls and Governance

How we provide oversight.



Strategic Goal 3:

Effectively Monitor and Evaluate Organizational Performance

How we measure.



Strategic Goal 4:

Promote Evidence-Based Management

How decisions are informed.

Improve Adjudicatory Processes Across Trial and Appellate Functions

FMSHRC's primary responsibility is the timely and impartial resolution of disputes under the Mine Act. Given that caseload levels are largely outside FMSHRC's control, the agency remains flexible and continuously refines its processes to manage workload variability while maintaining decisional quality.



Pendency – how long a case is in process before final adjudication – is the principal metric used to evaluate the efficiency of FMSHRC's adjudicatory hearing system. Its precise and accurate measurement assists the agency in identifying trends in processing time and helps to highlight factors, both internal and external, that may influence the achievement of this goal.

Strategic Objectives:

I.1 Ensure Timely Issuance of Decisions at the Trial Level

The trial level function occurs within the Office of the Chief Administrative Law Judge (OCALJ). ALJs hear and decide cases initiated by the Secretary of Labor, mine operators, miners, and miners' representatives. Cases involve assessment of penalties, notices of contest, discrimination proceedings, and the contents of emergency response plans or the Secretary's refusal to approve such plans regarding the Mine Improvement and New Emergency Response Act of 2006 ("MINER Act"). Dispositions primarily consist of settlements, decisions after hearing, dismissals, defaults, and judgments.

I.1 Strategies

- Develop and implement case management practices that will minimize the average age of pending OCALJ-level cases.
- Provide mediation training and other resources to facilitate litigants reaching a negotiated settlement without the need for a hearing.
- Refine electronic docketing and filing processes and systems to ensure reliability of case and pendency data.

I.1 Performance Measures

Measure	Target
I.1.1 Average time from receipt to disposition of all cases ¹	200 days
I.1.2 Average time from Answer to disposition of all cases ²	180 days
I.1.3 Average time from Answer to disposition of all cases, excluding appeals to the Commission and Circuit Courts, contest cases, motions to reopen cases, and cases with Special Investigation-related stays ³	170 days
I.1.4 Average time from Answer to disposition of all cases after referral to Settlement Counsel or Settlement Judge for mediation ⁴	200 days
I.1.5 Average time from receipt to disposition of penalty cases ⁵	200 days
I.1.6 Average time from Answer to disposition of penalty cases ⁶	180 days
I.1.7 Average time from Answer to disposition of penalty cases, excluding appeals to the Commission and Circuit Courts, contest cases, motions to reopen cases, and cases with Special Investigation-related stays ⁷	170 days
I.1.8 Percent of all cases on hand over 365 days in age ⁸	10%
I.1.9 Percent of all cases on hand over 365 days in age measured from receipt of Answer ⁹	10%

¹ Pendency measures the interval from date received by OCALJ to date of disposition. Includes all types of cases. Measured in days.

² Pendency measures the interval from date OCALJ receives an Answer to date of disposition. Includes all types of cases, but only from when OCALJ receives an Answer making the case ripe for assignment to an ALJ. Measured in days.

³ Pendency measures the interval from date OCALJ receives an Answer to date of disposition but removes periods when a case is not before an ALJ (e.g., on appeal to Commission, federal circuit court) or when a case is on stay awaiting a third-party action (e.g., investigation under section 110(c), motion to reopen under Fed. R. Civ. P. 60(b), interlocutory appeal contest case awaiting related petition). This latter group includes contest cases – proceedings initiated by mine operators prior to MSHA assessing a penalty – typically requiring a stay until the Secretary of Labor files a penalty petition and the operator files its Answer with OCALJ. Includes all types of cases but removes periods not controlled by OCALJ, which are irrelevant to its performance, and otherwise unreliable due to substantial variance per individual case or circumstances. Measured in days.

⁴ Pendency measures the interval from date OCALJ receives an Answer to date of disposition for cases that were referred for mediation. Includes all types of cases but shows the efficacy of Settlement Counsel in resolving cases. ALJs have increasingly relied on Settlement Counsel to mediate cases, given that ALJs must recuse themselves from adjudicating any case at hearing if they act as mediators. Due to a sixty percent reduction in the number of ALJs from January 2025 through January 2026, OCALJ must ensure an adequate number of ALJs are available to adjudicate cases requiring a hearing. Measured in days.

⁵ Pendency measures the interval from date OCALJ receives a penalty case to date of disposition. Includes only penalty cases. Measured in days.

⁶ Pendency measures the interval from date OCALJ receives an Answer in a penalty case until date of disposition. Includes only penalty cases, but only from when OCALJ receives an Answer making the case ripe for assignment to an ALJ. Measured in days.

⁷ Pendency measures the interval from date OCALJ receives an Answer in a penalty case until date of disposition but removes periods when a case is not before an ALJ (e.g., on appeal to Commission, federal circuit court) or when a case is on stay awaiting a third-party action (e.g., investigation under section 110(c), motion to reopen under Fed. R. Civ. P. 60(b), interlocutory appeal, contest case awaiting related petition). Includes penalty cases but removes periods not controlled by OCALJ, which are irrelevant to its performance, and otherwise unreliable due to substantial variance per individual case or circumstances. Measured in days.

⁸ Measures all cases pending before OCALJ for more than one year from the date of receipt. Includes all types of cases. Measured by percentage.

⁹ Measures all cases pending before OCALJ for more than one year from the date OCALJ receives an Answer. Includes all types of cases but only from when OCALJ receives an Answer making the case ripe for assignment to an ALJ. Measured by percentage.

1.1.10 Percent of all cases on hand over 365 days in age measured from receipt of Answer, excluding appeals to the Commission and Circuit Courts, contest cases, motions to reopen cases, and cases with Special Investigation-related stays¹⁰ 10%

1.2 Ensure Timely Issuance of Decisions at the Appellate Level

The appellate level function occurs within the Office of the Chair and Commissioners (OCC) with the support of the General Counsel function. At their discretion, Commissioners may grant review of three substantive case types: 1) petitions for discretionary review (PDR), 2) petitions for interlocutory review (PIR), and 3) petitions for temporary reinstatement (PTR). Since the last Strategic Plan, there have been significant cases with many presenting issues that have not been resolved by prior decisions of FMSHRC, or cases involving novel questions regarding the interpretation of safety and health standards and/or administrative law issues.

Of note, this Strategic Objective does not include:

1. Time expended on PDRs for which review was not granted. Decisions on whether to grant or deny review must, by statute, be made within 40 days of the issuance of an ALJ decision, and FMSHRC strictly adheres to that standard.
2. Time expended on PTRs. PTRs are by regulation to be decided within 10 days after receiving the PTR and any response, and the Commissioners strictly adhere to that standard.
3. Decisions or orders issued before completion of briefing unless the decision is one disposing of a motion to approve settlement.

All appellate cases will be assigned before briefing is completed.

¹⁰ Measures all cases that have been pending before OCAJ for more than one year from the date OCAJ receives an Answer but removes periods when a case is not before an ALJ (e.g., on appeal to Commission, federal circuit court) or when a case is on stay awaiting a third-party action (e.g., investigation under section 110(c), motion to reopen under Fed. R. Civ. P. 60(b), interlocutory appeal, contest case awaiting related petition). Includes all types of cases but removes periods not controlled by OCAJ, which are irrelevant to its performance and otherwise unreliable due to substantial variance per individual case or circumstances. Measured by percentage.

I.2 Strategies

- Improve coordination of briefing schedules and post-briefing milestones.
- Identify dispositive issues earlier in the appellate process.
- Conduct regular docket reviews of all appellate cases to identify and correct any processing irregularities.
- Hold decisional meetings when appropriate after a draft decision has been circulated to efficiently integrate Commissioners' opinions.

I.2 Performance Measures

Measure	Target
I.2.1 Average time from briefing completion to issuance of a decision ¹¹	< 12 months
I.2.2 Completion of periodic appellate docket reviews ¹²	Every 30 days

I.3 Issue Orders Addressing Motions to Reopen Cases in a Timely Manner

The appellate level also addresses Motions to Reopen (MTRs) (formerly referred to as “defaults”), matters where an operator has failed to timely contest a proposed penalty or to respond to the Secretary of Labor’s penalty petition, and the operator has filed a motion to reopen the final order.

I.3 Strategies

- Standardize assignment and tracking of MTRs.
- Enhance use of performance data for management oversight.
- Conduct periodic reviews of all MTR cases to identify and correct any processing irregularities.

I.3 Performance Measures

Measure	Target
I.3.1 Average time from receipt of final submission relating to the MTR to issuance of final order ¹³	120 days
I.3.2 Completion of periodic reviews of pending MTR ¹⁴	Every 30 days

¹¹ Average time period from the date that a party files the last brief permitted by 29 C.F.R. § 2700.75 or by Commission order to the date of decision or dispositive order issuance. Includes only decisions and dispositive orders issued in substantive cases after briefing is completed, and all decisions approving settlement. Measured in months.

¹² Audit of substantive cases pending before the Commission. Occurs monthly or every 30 days.

¹³ Time period from date of last filing to issuance of final order. Includes only MTR cases. Measured by average number of days.

¹⁴ Audit of MTR cases pending before the Commission. Occurs monthly or every 30 days.

STRATEGIC GOAL 2

Strengthen Internal Controls and Governance

FMSHRC will ensure organizational accountability and effective oversight through robust internal controls, governance, and an Enterprise Risk Management (ERM) framework – without interfering with adjudicatory independence. All activities will be consistent with government-wide standards, to include: *U.S. Government Accountability Office’s Standards for Internal Control in the Federal Government (GAO Green Book)* and applicable requirements of *Office of Management and Budget (OMB) Circulars A-11 and A-123*.



Strategic Objectives:

2.1 Establish an Enterprise Risk Management (ERM) Framework

FMSHRC will stand up and institutionalize an ERM framework aligned with the federal best practices (e.g., OMB Circular A-123) to identify, assess, and manage enterprise-level risks.

2.1 Strategies

- Establish a formal ERM governance structure that defines roles, responsibilities, and leadership oversight.
- Develop and maintain an enterprise risk taxonomy, assessment methodology, and risk register to ensure consistent identification and evaluation of risks across functions.
- Define mechanisms for elevating enterprise risks to leadership and incorporating risk information into governance and planning discussions.

2.1 Performance Measures

Measure	Target
2.1.1 ERM framework approved and implemented ¹⁵	Yes (Y/N)
2.1.2 Percentage of organizational functions represented in the enterprise risk register ¹⁶	100%
2.1.3 Percentage of high-priority enterprise risks with documented mitigation strategies ¹⁷	100 %

¹⁵ Measures whether the foundational ERM structure, governance, and processes are formally in place. Binary measure of Yes/No.

¹⁶ Measures enterprise-wide coverage and prevents ERM from being siloed. Measured by percentage.

¹⁷ Measures whether identified risks are being actively managed. Measured by percentage.

2.2 Improve Internal Controls to Mitigate Enterprise Risks

FMSHRC will enhance internal control mechanisms to mitigate identified enterprise risks and promote compliance, accountability, and operational integrity.

2.2 Strategies

- Assess and strengthen internal controls associated with high-priority enterprise risks.
- Document and standardize control activities to promote consistency and accountability.
- Use enterprise risk information to prioritize internal control assessments and corrective actions.

2.2 Performance Measures

Measure	Target
2.2.1 Percentage of enterprise risk areas with documented internal control assessments completed ¹⁸	100%
2.2.2 Number of internal control gaps identified through assessments ¹⁹	0
2.2.3 Percentage of identified control gaps documented with preliminary risk ratings or impact assessments ²⁰	75%

2.3 Promote a Risk-Aware Organizational Culture

FMSHRC will build a shared understanding and accountability for risk management across leadership and staff.

2.3 Strategies

- Provide training and guidance on ERM roles, responsibilities, and expectations.
- Encourage proactive identification and communication of risks across organizational levels.
- Reinforce leadership accountability for managing risks within assigned areas of responsibility.

¹⁸ Measures whether the organization has established a baseline understanding of existing controls. Measured by percentage.

¹⁹ Measures visibility into weaknesses without implying immediate remediation. Measured by total number.

²⁰ Ensures gaps are characterized and prioritized, not just listed. Measured by percentage.

2.3 Performance Measures

Measure	Target
2.3.1 Percentage of staff receiving ERM training ²¹	100%
2.3.2 Participation in formal risk identification and reporting processes ²²	100%

2.4 Reinforce Information Technology, Data, and Security Capabilities

FMSHRC will reinforce information technology (IT), data management, and security capabilities to support organizational accountability, risk management, and reliable operations.

2.4 Strategies

- Assess the adequacy of IT, data, and security controls supporting core organizational functions.
- Enhance cybersecurity, privacy, and data management practices in accordance with federal standards.
- Improve the reliability and integrity of data and systems used for operations, reporting, and decision-making.

2.4 Performance Measures

Measure	Target
2.4.1 Completion of baseline assessments of IT, data, and security controls ²³	Yes (Y/N)
2.4.2 Percentage of critical systems or data domains with documented security or control reviews completed ²⁴	75%
2.4.3 Number of high-level IT or security gaps identified through assessments ²⁵	0

²¹ Measures exposure and baseline awareness across the organization. Measured by percentage.

²² Measures the percentage of designated staff that actively participate in structured risk identification activities or use established reporting channels. Measured by percentage.

²³ Measures whether the organization has completed a documented baseline assessment of existing IT, data, and security controls to establish a current-state understanding. Binary measure of Yes/No.

²⁴ Measures the extent to which high-risk or mission-critical systems and data domains have undergone formal security or control review. Measured by percentage.

²⁵ Measures visibility into material IT, data, or security gaps identified through baseline assessments. Measured by total number.

STRATEGIC GOAL 3

Effectively Monitor and Evaluate Organizational Performance

FMSHRC will establish a disciplined approach to monitoring, evaluating, and communicating organizational performance. By emphasizing timely, reliable, and transparent performance information, the organization strengthens accountability, supports informed oversight, and builds public confidence in its operations – particularly public-facing functions, such as the Freedom of Information Act (FOIA), where performance transparency plays a critical role in promoting trust and ensuring meaningful access to information.



Together, the objectives under this goal provide a framework for understanding how the organization is performing, identifying emerging risks or challenges, and using performance insights to support continuous improvement.

Strategic Objectives:

3.1 Promote Public Trust through FOIA Transparency

FMSHRC will promote public trust by monitoring and reporting FOIA performance and increasing public access through timely proactive disclosures.

3.1 Strategies

- Identify, track, and proactively disclose records we deem are of significant public interest.
- Track FOIA timelines, workload, and backlog metrics consistent with statutory requirements and federal guidance.
- Use FOIA performance data to inform process improvements and resource planning, as appropriate.

3.1 Performance Measures

Measure	Target
3.1.1 Average age of complex FOIA requests	< 6 months
3.1.2 Simple FOIA requests processed within the statutory period of 20 days	100%
3.1.3 FOIA requests received and closed during the same fiscal year	90%

3.2 Monitor Timeliness and Workload Across Key Functions

FMSHRC will monitor operational performance trends to identify risks, bottlenecks, and opportunities for improvement across key organizational functions.

3.2 Strategies

- Track timeliness and workload indicators for key operational public-facing functions.
- Analyze performance trends over time to inform leadership oversight and risk identification.
- Use performance data to support early identification of emerging issues, rather than retrospective reporting only.

3.2 Performance Measures

Measure	Target
3.2.1 Timeliness and workload indicators monitored for identified core functions ²⁶	Yes (Y/N)
3.2.2 Routine performance trends produced ²⁷	Every 90 days
3.2.3 Significant performance variances or bottlenecks identified and elevated for leadership awareness ²⁸	Yes (Y/N)

3.3 Enhance Performance Reporting

FMSHRC will improve the clarity, reliability, and accessibility of performance information for internal and external stakeholders.

3.3 Strategies

- Develop and maintain performance reporting mechanisms tailored to leadership, oversight bodies, and the public.
- Ensure performance data is accurate, timely, and supported by reliable systems.
- Use performance reporting to reinforce accountability and continuous improvement, not just compliance.

²⁶ Measures whether defined timeliness and workload metrics are actively tracked and reviewed for key functions. Binary measure of Yes/No.

²⁷ Measures whether performance data is analyzed over time to identify patterns, risks, or emerging issues. Measured by quarter (every 90 days).

²⁸ Measures whether performance monitoring activities are actively surfacing and communicating meaningful issues requiring leadership awareness. The objective is to confirm that the system surfaces meaningful issues. Binary measure of Yes/No.

3.3 Performance Measures

Measure	Target
3.3.1 Performance reports produced on a defined schedule ²⁹	Yes (Y/N)
3.3.2 Percentage of performance data validated for accuracy and completeness ³⁰	80%

²⁹ Measures whether reports are consistently produced and shared according to an established reporting schedule. Binary measure of Yes/No.

³⁰ Measures the extent to which reported performance data is reviewed and verified for reliability. Measured by percentage.

STRATEGIC GOAL 4

Promote Evidence-Based Management

FMSHRC will strengthen leadership decision-making by systematically using data, analysis, and evaluation to inform workforce planning, resource allocation, and human capital oversight.



4.1 Use Evidence-Based Workforce Planning and Resource Allocation

FMSHRC will use workforce, workload, and performance data to inform staffing plans, hiring strategies, and resource allocation decisions consistent with merit system principles and federal guidance.

4.1 Strategies

- Develop and maintain a data-informed staffing plan aligned with mission priorities, workload demands, and projected workforce needs.
- Use workforce and hiring data to support merit-based recruitment, hiring, and retention strategies.
- Align resource allocation decisions with documented workforce needs, performance trends, and organizational priorities.

4.1 Performance Measures

Measure	Target
4.1.1 Staffing plan informed by workforce and workload analysis completed ³¹	Yes (Y/N)
4.1.2 Percentage of hiring actions aligned with identified staffing or capability needs ³²	100%
4.1.3 Percentage of resource allocation decisions supported by documented workforce or workload data ³³	100%

³¹ Measures whether staffing plans are grounded in documented evidence rather than ad hoc judgment. Binary measure of Yes/No.

³² Measures alignment between hiring activity and documented workforce priorities. Measured by percentage.

³³ Measures the extent to which workforce or workload analysis is explicitly referenced in resource allocation decisions. Measured by percentage.

4.2 Strengthen Human Capital Accountability Through Evidence-Based Practices

FMSHRC will strengthen accountability for human capital decisions by ensuring hiring authorities are used appropriately, hiring officials are trained and held accountable, and workforce actions are routinely reviewed using data and evidence.

4.2 Strategies

- Ensure appropriate use of hiring authorities by monitoring hiring actions for alignment with approved staffing plans, merit system principles, and all applicable federal guidance.
- Train and support hiring officials on merit-based hiring requirements, roles, and responsibilities.
- Conduct routine reviews or audits of hiring actions to assess compliance, consistency, and alignment with workforce needs.
- Use findings from hiring reviews to inform corrective actions, guidance, or additional training, as appropriate.

4.2 Performance Measures

Measure	Target
4.2.1 Percentage of hiring actions reviewed for appropriate use of hiring authorities ³⁴	100%
4.2.2 Percentage of hiring officials completing merit-based hiring training ³⁵	75%
4.2.3 Percentage of hiring-related issues identified through reviews or audits that are documented and addressed ³⁶	100%

³⁴ Measures whether hiring decisions are being systematically reviewed for compliance with approved authorities and staffing plans. Measured by percentage.

³⁵ Measures whether officials involved in hiring decisions have received standardized training on merit system principles and hiring requirements. Measured by percentage.

³⁶ Measures whether issues identified through hiring reviews are properly recorded and acted upon. Measured by percentage.