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## MSPB FINALIZES RESEARCH AGENDA FOR 2022-2026

The U.S. Merit Systems Protection Board (MSPB) has finalized its 2022–2026 research agenda. The agenda was developed through an open and deliberative process that included a call for ideas and input from key stakeholders and the public, and it was recently approved by MSPB’s new Board members. After 5 years without a quorum, and therefore the inability to release official study reports, MSPB has resumed executing its mission to conduct objective, non-partisan studies that assess and evaluate Federal merit systems policies, operations, and practices. See [5 U.S.C. 1204\(a\)\(3\)](#).

These Governmentwide studies take a long-term perspective on merit and management of the Federal workforce and provide recommendations to the President, Congress, and Federal agencies on how to manage Federal employees in a way that is both principled and effective. The merit systems studies function complements MSPB’s adjudication of individual appeals and authority to review regulations of the U.S. Office of Personnel Management.

Organized into six broad areas of related research, the final research topics are listed below. Of those, MSPB’s Board members identified 20 priority items. These items are denoted by (\*) below and will receive expedited attention in the work planning process as MSPB considers staff capacity, capability, and available resources.

### Defending Merit

The Merit System Principles—A Health Check \*

Preventing and Redressing Prohibited Personnel Practices \*

Sexual Harassment in the Federal Sexual Workplace: A Progress Report \*

Civil Service Employee Protections \*

Protecting Whistleblowers in Law and Practice \*

Fair and Equitable Treatment in the Federal Workforce: An Update \*

Modernizing Federal Personnel Systems \*

Aggression and Violence in the Federal Workplace

Beyond KSAs—Employment Requirements and Their Implications

Individual Values Differences in the Workplace

### Building an Effective Workforce

Aligning Workplace Flexibilities with the Future of Work \*

How Does Technology Affect the Work of Federal Employees? \*

Workforce Restructuring Rules and Merit-Based Principles \*

HR Technology—Possibilities and Practices \*

Preparing the HR Workforce for the Present and Future

Identifying and Filling Employee Skills Gaps

Work at the Leading Edge—Recruiting and Managing the STEMM Workforce

A Closer Look at Employee Retention

Creating a Culture of Engagement to Drive Performance and Mission Success

An Evaluation of Traditional Workplace Benefit Programs

## **Recruitment and Hiring**

Fair and Open Competition—Practices and Challenges \*  
How Do Hiring Officials Decide Who Gets the Job? \*  
Are Federal Vacancy Announcements Accurate and Effective?  
Hiring Authorities: Is Quantity Producing Quality?  
Direct-Hire Authority  
School-to-Service and the Pathways Programs  
Reforming Federal Hiring  
Recruitment—Attracting and Sourcing Candidates  
Federal Job Applicants—Experiences and Insights  
Applicant Assessment—Using the Right Tools for the Job  
Selection Panels: Multiple Perspectives for Assessment

## **Pay and Performance Management**

The Probationary Period: Ensuring Employees Meet Standards for Retention \*  
Correcting Employee Performance and Conduct \*  
Position Classification in the 21st Century  
Federal Pay Systems: Experience Outside the General Schedule  
Performance Appraisal Policies, Applications, and Systems  
Achieving the Multiple Goals of Performance Feedback  
Improving and Recognizing Employee Performance

## **Supervision and Leadership**

Selection and Management of Federal Supervisors \*  
Understanding the Roles of Teams and Team Leaders \*  
Dual Career Paths for Supervisors and Technical Specialists \*  
Management of the Senior Executive Service

## **Focus on the U.S. Office of Personnel Management**

OPM Oversight of Delegated Authorities and Responsibilities \*  
The Role of a Central Human Resources Authority \*

The U.S. Merit Systems Protection Board (MSPB) is an independent, quasi-judicial agency whose mission is to protect the Merit System Principles and promote an effective Federal workforce free of Prohibited Personnel Practices.