



# Research Highlights

## Designing with Merit: Building HR Technology That Works for Everyone

*“The Federal workforce should be used efficiently and effectively.” - Merit System Principle #5 (5 USC § 2301).*

**Outdated HR technology slows hiring and productivity. Modern systems, on the other hand, help agencies hire faster and deliver results.**

Executive Order 14170 directs agencies to modernize HR technology through a new Federal Hiring Plan, guided by MSPB survey findings. Any reforms must uphold Merit Systems Principles and avoid Prohibited Personnel Practices. The steps below show how to build merit into HR technology reform.

### **Prioritize HR IT Modernization:**

Focus staff time and resources on HR technology projects by clearly assigning ownership for implementation and ongoing system management.

1

### **Design Around Users:**

Build HR systems with direct input from HR staff, applicants, and managers to ensure technology works for everyone who relies on it.

2

### **Strengthen Training and Support:**

Equip users with practical training and dependable IT support so new systems can be used effectively and issues are resolved quickly.

3

### **Commit to Continuous Improvement:**

Regularly assess system performance and user feedback to make timely updates that keep HR technology responsive and reliable.

4

## Steps Toward Merit-Based HR Technology Reform



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### **Call to Action:**

Read the full MSPB Research Brief, *Leveraging Technology to Improve Federal Human Capital*, at [www.mspb.gov/studies](http://www.mspb.gov/studies).