

U.S. OFFICE OF PERSONNEL MANAGEMENT

Office of Merit Systems Oversight and Effectiveness

3Rs Briefing

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Study on the Use of Recruitment,
Retention, and Relocation
Incentives

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Legislation

- created in 1990 as part of the Federal Employees Pay Comparability Act
- incentives included:
 - retention
 - relocation
 - recruitment

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Study Methodology

- CPDF data analysis
- interviews
- supervisors
- recipients
- personnel staff

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Findings

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Growth has been historically slow because:

- downsizing
- hiring freezes
- constrained budgets

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Growth began increasing in
1997/8

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Only .14% of employees receive
incentives overall

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The incentives tend to be used for:

- hard to fill jobs
- technical occupations
 - 61% are in computer specialist, medical occupations, and engineering occupations
- higher grades
 - 58% are in grades 12 thru 15
 - GS-13 is the most popular grade with 26%

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Typically, agencies use less than the maximum incentive of 25%

- 56% of all incentives were paid at the rate of 10% or less

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Agencies use lower percentages because:

- lower percentages were successful
- agencies didn't have the money

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Agencies keep approval authority
at the highest levels

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Little monitoring has occurred

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Agencies followed legal
requirements

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General attitudes about the authorities:

- managers and personnelist believe authorities are effective
- supervisors want to give everybody in a group the same amount
- group recipients see it as a nice benefit but it doesn't make them stay

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Recommendations:

- budget for funding
- lower approval levels
- improve monitoring

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Web site address for the study:
www.opm.gov/studies/