



Federal Recruiting and Hiring:  
Authority for Higher Starting Pay  
Useful but Guidance Needs  
Improvement: GGD-91-22

U.S. Government  
Accountability Office (GAO)

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## Federal Recruiting and Hiring: Authority for Higher Starting Pay Useful but Guidance Needs Improvement: Ggd-91-22

By -

BiblioGov. Paperback. Book Condition: New. This item is printed on demand. Paperback. 42 pages. Dimensions: 9.7in. x 7.4in. x 0.1in. Pursuant to a congressional request, GAO reviewed agencies use of selected personnel authorities delegated by the Office of Personnel Management (OPM), focusing on whether: (1) agencies used the advance in-hire authority in accordance with legal and regulatory requirements; and (2) OPM and agencies had adequately overseen the authoritys use. GAO found that: (1) personnel officials reported that the advance in-hire authority had enhanced their ability to attract highly qualified people and increased the timeliness of personnel actions; (2) adequate controls were necessary to avoid charges of abuse or favoritism, since the advance in-hire authority enables agencies to pay employees holding the same position different starting salaries; (3) during fiscal year 1990, the 10 civilian installations reviewed made 2, 324 appointments to GS-11 and above positions, and of those appointments, the agencies made 25 percent using the advance in-hire authority; (4) the advance in-hire salary for 97 of the 99 appointments reviewed was within the governing pay ceiling, and none of the 99 exceeded the highest step of the related grade; (5) because candidates for positions below GS-11 may lack work experience,...



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