

Friday, May 16, 2008

**MEMORANDUM FOR: Chief Human Capital Officers**

FROM: Linda M. Springer, Director

Subject: Report on Agencies' Use of Hiring Flexibilities

As part of our continuing mission to ensure the Federal Government has an effective civilian workforce, the U.S. Office of Personnel Management (OPM) conducted a study to obtain baseline data on the use, effectiveness, and efficiency of a number of key hiring flexibilities. This report provides survey findings to participating agencies on their use of hiring flexibilities as well as some overall findings on Government-wide usage.

I want to thank the agencies included in this report for their participation in the survey and commitment to improving the Federal hiring process. Questions regarding this report may be directed to Mr. Daniel Fusco, Manager, Recruitment, Examining and Assessment Group, by telephone at (202) 606-0830 or by email at [Daniel.Fusco@opm.gov](mailto:Daniel.Fusco@opm.gov).

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