

**The House Committee on Appropriations  
Prepared Statement  
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Thank you, Chairman Joyce, Ranking Member Hoyer and members of the House Appropriations Subcommittee on Financial Services and General Government for inviting me to testify today. It is an honor to appear before you and share the important work the Office of Personnel Management, or OPM, has accomplished over the last year.

Since my confirmation last summer, I have been focused on ensuring that OPM is modernizing for the 21<sup>st</sup> Century federal workforce and ensuring fiscal responsibility in the federal government. Both issues work hand in hand with one another—modernizing government means that we can do more for the American people, at higher quality and without driving up costs.

I would like to highlight five projects OPM, under President Trump's leadership, has undertaken to increase government efficiency: (1) Core Human Capital Management (Core HCM); (2) Online Retirement Application (ORA); (3) Federal Workforce Data (FWD); (4) Tech Force; and (5) creating a high-performance culture within the federal workforce.

*Core HCM* – Human capital management (HCM) in the government has historically been a disjointed, inefficient, and costly mess. At the start of 2025 there were over 120 HCM systems in the federal government, none of which are fully integrated. As a result, we spend billions of dollars annually on disparate systems and require Human Resources (HR) personnel to manually consolidate and report important employee-related information while failing to provide excellent, efficient service to federal employees. OPM has begun a project to consolidate all of these disparate systems into a single instance, Core HCM. Core HCM will save the federal government in both contracting and workforce spend while delivering a superior service for employees, HR professionals, and

agency leadership. Employees and managers will be able to access modern self-service tools which will streamline service delivery and government operations. This consolidated platform will also enable faster, more accurate reporting of federal workforce trends to Congress, academia, and the public. Further, it will consolidate employees' personnel files in one location, which currently does not happen until after an employee retires, creating unnecessary delays in the federal retirement process. This will also enable smooth transitions of personnel between agencies for the first time. Core HCM will expedite everything from bonus award management to retirement processing.

*ORA* – For the first time, OPM has created a digital process to serve retiring federal employees. Previously, employees experienced a slow and burdensome paper and mail process that is only now being fully addressed. It not only required a significant amount of manual work from the retiree, their employing agency, payroll provider, and OPM, but it also resulted in very long delays in processing (in large part driven by the physical mailing of documents back and forth) and a complete lack of visibility into the retirement process. Under the new system, everyone in the retirement process has full visibility into the status of an application and we are already seeing more than 50% reductions in adjudication times compared to mail-based retirements. We expect the time to compress even further as we complete a number of technical enhancements that are expected to be released by mid-calendar year 2026. In addition, *ORA* allows us to minimize the time it takes to get retiree applicants their benefits: 70% of them are immediately placed into interim pay and nearly everyone is in interim pay within 7 business days of completion of their application. Interim pay provides retirees with approximately 80% of their expected final annuity pay during the pendency of their retirement processing. We have significant additional development opportunities for *ORA* that we estimate will enable us to complete full adjudication of retirement applications within 15 days by the end of the fiscal year. In addition to *ORA*, we have embarked on a modernization effort to completely re-design the customer support function for retirees. We inherited an antiquated system that had

virtually no technology, no workflow management tools, and no ability to handle incoming call volumes in an efficient manner. We expect to roll-out our first major enhancements before the end of the fiscal year and are confident that this will dramatically improve customer satisfaction.

*Federal Workforce Data* – Federal workforce data is critical to ensuring transparency in the federal government. For years, OPM ran the antiquated FedScope website, which provided a challenging user experience and out of date information – typically over a year old. OPM recently released our modernized system, known as Federal Workforce Data (FWD), which has a vastly improved user experience and monthly data updates, with information accurate to the 30<sup>th</sup> of the prior month. OPM is also continuing to improve the operability of the system as we receive feedback including adding new features based on user testing. We look forward to continuing to provide greater insights into the composition and trends of the federal workforce.

*Tech Force* – Tech Force is a cross-government program to recruit 1,000 early career technologists as part of a 2-year program to accelerate modernization efforts. Nearly every major agency is participating in this program to surge teams of top engineers, data scientists, and technology leaders to tackle the government’s most complex and large-scale technology challenges. Tech Force collaborates with leading technology companies; participants will receive world-class technical training and work closely with senior managers sourced directly from industry. Tech Force is just the initial part of a broader effort to address the early career gap we have across government. Only 7% of our workforce is under the age of 30, compared with 22% in the total US workforce. At the same time, we have an aging workforce: 44% of our employee base is 50+ years old (compared with 33% in the total US workforce). We are rolling out multiple cross-government initiatives to address this gap, including the use of shared certificates to improve the applicant experience and the efficiency of our recruiting efforts. Failure to address this will create an existential risk to the federal government’s future ability to service the American people.

*Creating a High-Performance Culture* – To ensure that the federal government is able to attract and retain great talent, OPM is reforming both the hiring process and the performance evaluation systems to create a high-performance culture. On hiring, we are eliminating all proxies for merit, such as degree and tenure requirements. We have also finally stopped the archaic practice of having applicants self-attest to their fitness and now require that agencies use functional or technical assessments to assess applicant fitness for roles. To retain great talent, we also need to reform our overall way of thinking to create a high-performance culture – one in which employees are held accountable to objectives and where we recognize differential contributions among the employees. Today, performance management is broken, as everyone essentially gets an “A” on their year-end review. And, it is far too difficult for managers to rehabilitate or remove under-performing employees. We have already promulgated a number of rules to address these challenges and reform the way in which we rate and reward employees. None of this is about partisanship or gutting the government; rather, it is about enabling employees to do their best work every day, and being surrounded by great teammates, and recognized appropriately for their contributions. Everything we are doing is designed to create a more efficient and accountable federal workforce, one that can succeed today and into the future.

I am grateful for the committee’s support and attention to these initiatives, and I look forward to answering your questions on how OPM is bringing lasting, beneficial changes to the federal government.