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Written Testimony for the House Oversight and Government Reform Committee
February 11, 2014

Good morning Chairman Issa, Ranking Member Cummings, and Members of the Committee. Thank you for the opportunity to appear before you today. My name is Michael Rhodes, and I'm an Executive Vice President with a wholly owned subsidiary of CACI International Inc ("CACI") and Manager of the Mission Systems and Services Business Group, the business unit within CACI responsible for our work with the Office of Personnel Management ("OPM").

CACI is an organization of nearly 16,000 professionals working in more than 120 offices worldwide, with a very diverse information solutions and services customer base. CACI is one of three contractors that currently assist OPM by conducting fieldwork for security clearance investigations. We perform about 11% of OPM's fieldwork assignments, which comprises about 1% of our overall business.

Having provided mission support services to the government for the past fifty years, we understand that the process of conducting background investigations is fundamental to our national security. We know first-hand about the importance of an effective security clearance process, as more than half of our employees hold clearances that are critical to the work they perform for our country. On a daily basis, CACI employees work side by side with those people

whose lives depend upon us getting the security clearance process right. Like them, our primary commitment is to protecting our national security.

Our business model under the OPM contract is based on four key principles:

- First, our corporate culture – the character of the company and its employees, and the importance we place on ethics and integrity.
- Second, having the right policies and procedures.
- Third, effective and continual training.
- Fourth, constant auditing and monitoring.

Quality, accuracy, and thoroughness must come first.

CACI's Role in the Security Clearance Process

Our investigators are expected to conduct their fieldwork in accordance with federal guidelines. We perform internal reviews of all investigative reports to ensure that no background investigation is submitted to the government as complete without first undergoing a thorough internal assessment.

Our role in the overall security clearance process is a limited one. We are assigned an investigation, or a "case," through the Personnel Investigations Processing System ("PIPS"), which also designates a case type (*e.g.*, initial investigation or five-year reinvestigation). The type of case determines the scope of our review, both in terms of depth of investigation and time span covered. Our investigators then conduct their fieldwork in accordance with the OPM Investigators' Handbook for conducting background investigations. After an investigation is

complete, one of our case reviewers evaluates the investigative report for quality, completeness, and to ensure the investigation has been conducted according to federal guidelines. Once the case reviewer determines the investigative report meets all quality standards and federal requirements, the report is submitted to OPM as complete.

To be clear, we do not grant clearances or make recommendations as to who should receive a security clearance. Our primary role in the investigation process is fact finding, ensuring that we conduct background investigations in accordance with OPM guidelines and contract requirements. We provide the results of our investigation to the government for its use in making final clearance determinations.

As indicated earlier, we believe our quality control model is robust. We have internal controls to ensure our case reviewers are conducting exhaustive reviews of the cases assigned to them. We require reviewers to log each step of the review process, and maintain an internal case management system that allows us to more effectively monitor their work. In addition to real time controls, we monitor reviewer statistics on a daily, weekly, monthly, quarterly, and annual basis. We encourage employees to be as thorough as necessary in conducting a case review, and we regularly provide employee training and counseling.

We at CACI are committed to best practices and continuous improvement in the security clearance process. In this regard, we have suggestions related to three areas: one, making the background investigation process more efficient; two, more effectively capturing information; and three, enhancing contractor oversight.

On behalf of my company and as a former active duty Army officer and a security clearance holder for over 30 years supporting the Intelligence Community, I thank you for the opportunity to present CACI's input on these matters and I appreciate the courtesies extended to us by you and your staff during the course of this inquiry. I look forward to answering your questions.