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Chairman Comer, Ranking Member Raskin, and Members of the Committee, thank you for inviting me to appear before you today, and for the opportunity to update you on the work being done by the Office of Personnel Management (OPM).

I am proud to lead this agency as we work every day to support federal agencies, federal employees, and federal retirees and their families.

These over 2 million civil servants[1]—more than 85 percent of whom are located outside of the National Capital Region—are the often-unsung heroes behind many of the programs the American public relies on. It is their work that enables the federal government to do such things as provide medical care to veterans, ensure financial security for retirees, support individuals with disabilities, respond to natural disasters and wildland fires, strengthen our national infrastructure, develop new cures and treatments through medical innovation, and protect our national security.

OPM's mission is to be the champion for this diverse and talented workforce and, in doing so, position the federal government as a model employer that empowers the workforce to solve our nation's toughest challenges. OPM is a key strategic partner for agencies, adopting new or modifying existing policies as needed, bringing a government-wide perspective to workforce challenges, identifying and elevating best practices, and providing technical and operational support. We also administer the Federal Retirement Program for over 2.8 million active employees, including the United States Postal Service, and more than 2.7 million annuitants, survivors, and family members.

I am honored to lead OPM in this complex and critical work.

The Committee has invited me today to discuss:

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[1] This number does not include United States Postal Service employees.

1. OPM's administration of human capital policy for the federal workforce and strengthening the merit-based civil service system;
2. OPM's administration of benefits for the federal workforce and eligible family members; and
3. Implementation of the Postal Service Health Benefits Program.

These areas capture the breadth of OPM's mission and match up with our own strategic goals. I am excited today to update the Committee and highlight some specific examples of OPM's progress in these areas.

<u>OPM's Administration of Human Capital Policy and Strengthening of the Merit-Based Civil Service System</u>

In fulfilling OPM's mission to recruit, hire, retain, and advance the best possible federal workforce, we work closely with the President's Management Council, the Chief Human Capital Officers (CHCO) Council, the Office of Management and Budget (OMB), and agencies across the federal government to align efforts and inform policy on the future of the federal workforce.

In line with these efforts, OPM collaborates with agency CHCOs to develop a vision for the future of the workforce for the federal government—a workforce that is inclusive, agile, and engaged, with the right skills to enable mission delivery. This includes equipping our agency partners with the tools they need to improve federal personnel practices and policies, serve as model employers, compete for top talent, and strengthen the existing workforce—all to create a more effective and efficient federal government.

Telework, Remote Work, and Future of Work
The Telework Enhancement Act of 2010 provided agencies a framework to better leverage technology and to maximize the strategic use of flexible work arrangements to advance agency missions, stay competitive with other industries in recruiting and retaining talent, and allow the federal government to be resilient and maintain productivity in critical situations—including those involving national security and other emergency situations. While the COVID-19 pandemic certainly accelerated the adoption of telework and remote work across the federal government, efforts to expand those workplace flexibilities were underway before the pandemic, mirroring trends in the private sector, largely in recognition of the benefits to both employees and employers. These benefits include increased productivity, higher employee engagement, lower employee attrition, expanded recruitment pools, and cost savings for both agencies and employees.

The most important consideration, of course, is the impact on mission delivery. It is critical that agencies continuously assess how their employees' work arrangements are affecting organizational health and organizational performance. There are strong indications that telework advances both. For example, the 2020 Federal Employee Viewpoints Survey (FEVS) results[2] showed that organizational effectiveness indicators were higher among employees who teleworked frequently. Teleworking employees were less likely to experience the pandemic as

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[2] Telework and the 2020 COVID-19 Pandemic Response: Federal Employee Experiences and the Workplace of the Future. OPM Federal Employee Viewpoint Survey Special Topic Series.

disruptive to work and were less inclined to leave their current positions as compared to non-teleworkers. And we know that individual agencies have had significant success with telework and remote work. For example, the U.S. Patent and Trademark Office (USPTO) evaluation of telework in the agency showed that, from 2008 to 2019, the overall attrition rate for full-time remote workers was an average of 1.5-percent lower than that of non-teleworkers.[3] The USPTO has also highlighted improved productivity, showing that patent examiners in the remote work program produced an average of 81.07 Patent Production Units (PUs) compared to 76.28 PUs produced by non-teleworking employees during FY 2019.[4]

Specific to OPM, our mission support functions have seen substantial improvements during a period where we continue to employ workplace flexibilities. From 2021 to 2022, Human Resources, Procurement, Information Technology (IT), and Financial Management all improved their rating relative to other federal agencies on the governmentwide General Services Administration Customer Satisfaction Survey. We have also steadily improved recruitment and retention measures, including doubling the number of military spouses, early career talent, and mission critical occupationhires from 2019 to 2022.

The pandemic forced all employers, including the federal government, to modernize how workers are recruited, deployed, and supported. It also forced federal agencies to invest more in technology to support telework and remote work. The investments and lessons learned from the pandemic will continue assisting agencies in aligning their employees' work arrangements to organizational health and organizational performance and to be more competitive with the private sector in attracting top talent. This is particularly important for attracting employees with the critical skills necessary to carry out agency missions, such as data analytics, IT, and cybersecurity, to name just a few, as well as attracting early-career talent into the civil service. Across sectors, potential candidates early in their careers have experienced increased flexibilities throughout the pandemic and expect these flexibilities in future work settings.

Telework and remote work flexibilities also enhance the federal government's ability to attract and consider a more diverse talent pool across the country, including military spouses, residents of rural areas, and individuals with disabilities. For example, in assessing job announcements posted on the USAJOBS portal between June and October 2022, remote job opportunity announcements received on average:
- 17 times more applications than non-remote jobs;
- Significantly more (an average of 25.2) applications from military spouse eligible applicants as compared to non-remote jobs (an average of 1.4 applications);
- A higher percentage of female and minority candidates as compared to non-remote postings; and
- A greater geographic diversity, with applications from candidates in 37 different states, as compared to just 7 states for non-remote postings.

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[3] United States Patent and Trademark Office. (2019). Analysis of Costs and Benefits and Criteria for Evaluation of Effectiveness Pursuant to the Telework Enhancement Act of 2010. Telework Enhancement Act Pilot Program.
[4] Id.

Further, in tracking keyword searches on USAJOBS during the last 6 months of 2022, the term "remote" was the fourth most searched keyword. This equates to more than 1.4 million keyword searches, in addition to 4.6 million uses of the "remote work only" filter.

Agencies have implemented re-entry plans as articulated in M-21-25, *Integrating Planning for A Safe Increased Return of Federal Employees and Contractors to Physical Workplaces with Post-Reentry Personnel Policies and Work Environment*, a memorandum issued jointly by OPM, the General Services Administration (GSA), and OMB in June 2021. On-going attention, however, is necessary. Healthy, high-performing organizations are necessary to provide the American public the service they deserve, and agency efforts to evaluate and assess their organization's health and organizational performance, including the impact of work arrangements, must be robust and ongoing.

The ability to deliver on agency mission should be at the forefront of any discussion about alternate work arrangements and will continue to be top of mind at OPM. To that end, OPM is undertaking multiple additional efforts to help agencies ensure that these policies are aligned to agency needs. For example, OPM is developing governmentwide training for all supervisors and managers to further develop their ability to manage performance in a hybrid work environment. OPM announced this and other efforts to support agencies as they advance long-term strategic workforce planning in its memorandum entitled Advancing Future of the Workforce Policies and Practices to Support Mission Delivery, released this week.

Further, OPM is focused on enhancing data and analytics to better inform the federal government's understanding of the workforce in an increasingly hybrid work environment. OPM, in partnership with agencies, has begun work to implement new data-tracking capabilities for remote work and telework. These data will allow agencies to better identify employees' workplace flexibilities, allowing them to better understand the impact that their policies are having on recruitment, retention, performance, and other key workforce demographics. OPM has also added a question to the FEVS on telework and remote work to help agencies analyze correlations between engagement, satisfaction, or intent to leave and employee work arrangements. Finally, OPM is releasing a comprehensive data strategy and several workforce dashboards to support agencies in conducting data analytics. These dashboards will include FEVS data; cyber workforce data; diversity, equity, inclusion, and accessibility data; and hiring manager satisfaction data that will all be launched on OPM's new data portal website.

Skills-based Hiring and Improving Competitive Hiring
The federal government relies on its workforce to deliver on mission for the American people. To ensure a highly qualified workforce, OPM is supporting agencies as they continue to build on efforts to develop Talent Teams, develop technical assessments, better use subject-matter experts (SMEs) to qualify talent, and leverage economies of scale through pooled hiring actions to better meet agency mission needs.

OPM also recognizes that the federal government should be a leader in promoting skills-based hiring. Agencies should be hiring candidates based on the skills they possess, rather than where they developed those skills. Degrees, rather than competency-based assessments, can too often become a proxy for skills in the hiring process. That is changing.

Executive Order 13932, issued by President Trump in 2020, directed merit-based federal hiring reforms to expand the use of competency-based assessments to help hire the individuals with the right skills to execute agency missions. This important effort improves competitive hiring and opens the doors to a wider array of skilled candidates.

In May 2022, OPM issued critical guidance to help agencies implement this vision and launched an effort to help agencies improve hiring through more effective skills-based assessments. This guidance recognizes that, while educational qualifications remain part of the hiring process, the focus should be on what applicants can do—not where they learned to do it.

This is an important step in advancing the federal government's leadership on skills-based hiring and in addressing critical skills gaps within the federal government. OPM looks forward to continuing to drive government-wide implementation of skills-based hiring initiatives and working with Congress to do so in a way that will have the intended impact of improving federal hiring. It will be critical that we closely examine agency resource and training needs as we expand these efforts to ensure that the federal government has the capacity it needs to move in this direction.

Talent Teams are one mechanism agencies are deploying to help address capacity to better support Human Resources (HR) teams as they improve recruitment and hiring efforts. These are teams of SMEs who help support the use of effective hiring assessments and empower the HR teams with new tools and capabilities needed to effectively support mission needs. OPM's own Talent Team is staffed entirely by remote employees, the majority being military spouses stationed across the country.

OPM also recently established a new Hiring Experience Group (HX) to support agencies in their implementation of much of this work. HX will support agencies by:

- Funding several cross-government hiring actions using improved assessments;
- Supporting agency shared certificates using rigorous assessments, providing technical guidance and support throughout the process;
- Enhancing agency access to data to drive effective hiring assessment decisions through the Hiring Assessment and Selection Outcome Dashboard;
- Supporting the creation and adoption of custom technical assessments;
- Bringing agency Talent Teams together to identify best practices and elevate common policy and implementation challenges;
- Driving outcomes that empower HR specialists, hiring managers, and SMEs; and
- Identifying, piloting, and implementing government-wide tools to automate existing bottlenecks.

Finally, OPM is working to increase hiring efficiency through pooled hiring efforts, through which multiple agencies with the same need can take advantage of one hiring action rather than each agency running its own. These cross-government actions can result in many more hiring selections for multiple agencies. In one recent case, multiple agencies collaborated with OPM to fill a critical need for Grants Management Specialists. OPM and SMEs from multiple agencies worked together to identify the required skills and competencies, so the process was driven by

those who understand the field. They then managed a multi-stage assessment process together, which included SMEs reviewing applicant resumes, an automated writing assessment, and an occupational questionnaire. The team was able to assess hundreds of candidates and, so far, hire 33 candidates at multiple agencies without each of those agencies needing to host its own hiring action. As agencies identify additional needs for grant managers, they can continue to make selections from this one action until January 2024. This process was made possible by the multi-agency collaboration with OPM and resulted in identifying highly qualified candidates who are ready to help agencies meet their missions and serve the public.

Technology-related hiring is a particular area of interest for OPM. For example, OPM recently partnered with Tech Talent to host a job fair to highlight the federal government as a great place to work, especially for those recently laid off in the technology industry. We have also been working with the cyber community to better understand the needs of the cyber workforce to ensure that the federal government can stay competitive and attract top talent. OPM is focused on giving all agencies a greater ability to recruit, hire, retain, and advance the cyber talent they need. Further, OPM aims to level the playing field for all agencies and, in many cases, mirror the flexibilities that the Departments of Defense and Homeland Security already have on key issues such as skills-based hiring to determine qualifications based on cyber-specific assessments and performance-based advancement. OPM is collaborating closely with OMB, the Office of the National Cyber Director (ONCD), and agencies across the federal government to ensure the government can bring in the critical skills needed to secure and protect our nation's infrastructure, and we would welcome the opportunity to work with this Committee and the Congress on potential improvements.

Attracting Early Career Talent
It is important that the federal government constantly bring new talent, perspectives, and ideas into its workforce. This requires attracting early career talent, including those who have been deterred from federal service—either because they cannot afford to take an unpaid internship or because student debt drives them to private-sector opportunities for their first jobs.

In January 2023, OPM and OMB released guidance on increasing opportunities for internships, fellowships, apprenticeships, and other student and early career programs in the federal government. The guidance advises agencies to:
- Increase the number of interns, fellows, apprentices, and early career hires, with an emphasis on increasing paid internship opportunities and decreasing reliance on unpaid internships;
- Better coordinate and fund strategic federal internship, fellowship, apprenticeship, and early career hiring programs; and
- Focus on the strategic development and implementation of federal internship, fellowship, apprenticeship, and early career hiring programs, while working with senior leaders to better integrate intern hiring into workforce planning, which will help to build a more inclusive and diverse federal workforce talent pipeline.

In February, OPM, along with the Department of Labor (DOL) and OMB, launched a new portal on USAJOBS for prospective federal interns. Located at intern.usajobs.gov, the Federal Internship Portal is a one-stop shop for prospective interns to find and apply for internships in the

federal government. In addition, OPM recently hosted a virtual federal internship webinar for applicants to hear directly from a panel of former government interns and recent graduates from the National Aeronautics and Space Administration, the Department of Health and Human Services, the Department of the Interior, and the Environmental Protection Agency. The new Federal Internship Portal and internship guidance are the latest tools deployed by OPM to expand opportunities for early career professionals and give federal agencies more avenues to recruit talent for their teams.

OPM plans to build on the initial success of the internship portal while continuing to improve agencies' knowledge of how and where to find this talent. Additionally, we are examining other tools and technologies that will enhance recruitment of early career talent while also focusing on existing programs, such as the Presidential Management Fellowship program. Finally, we plan to update regulations for the Pathways Programs to make the path into government service clear and fair for early career talent and enhance agency and participant experience with the program. All of this work builds on regulations we issued previously to implement new streamlined hiring authorities for post-secondary students and college graduates.

Building Capacity for Data-Informed Surge Hiring for Critical Initiatives
The passage of the Infrastructure Investment and Jobs Act, commonly known as the Bipartisan Infrastructure Law (BIL),[5] in 2021 resulted in a need for agencies to fill positions to support the initiatives written into the law. The CHIPS Act of 2022[6] and the legislation commonly referred to as the Inflation Reduction Act (IRA)[7] followed, creating similar needs across more agencies. OPM has been supporting these agencies in their hiring efforts. Specifically, OPM gathered information on hiring plans and occupations for the over 7,000 federal staff members needed to implement the infrastructure work in state, local, and tribal communities and created a series of data dashboards to track hiring progress against the agencies' staffing projections. The dashboards also track time-to-hire, geographic locations, and job announcements. These dashboards are enabling better decision-making by targeting opportunities for cross-agency announcements and identifying hiring flexibilities needed, hard-to-fill STEM occupations, choke points in the hiring process, and specific agency needs for recruiting and outreach.

Combined with hiring playbooks, webinars, and technical assistance, this dashboard work has enabled the agencies to hire over 4,600 employees to implement the BIL. OPM is leveraging these lessons as we support the hiring needs of agencies impacted by the IRA and CHIPS. This includes providing staffing and recruiting support, implementing hiring flexibilities, and supporting cross-agency hiring efforts.

OPM's Administration of Benefits for the Federal Workforce and Eligible Family Members

Retirement Services (RS)
OPM is responsible for the administration of the Federal Retirement Program covering nearly 2.8 million active employees, including the United States Postal Service, and more than 2.7 million annuitants, survivors, and family members. This effort includes a myriad of specific

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[5] Public Law 117-58.
[6] Public Law 117-167, Div. A.
[7] Public Law 117-169.

requirements and initiatives to get retirees, employees, and their families what they need. OPM maintains records and service credit accounts prior to retirement; makes initial eligibility determinations at retirement; and adjudicates annuity benefits based on age and service, disability, or death under a number of statutes and regulations. Even after a case is adjudicated and added to the annuity roll, OPM continues to serve these individuals by making address or tax status changes to annuitant accounts, sending out 1099-R tax forms, and conducting other post-adjudication activities.

OPM recognizes the need to modernize our RS program and has been working diligently to move from a paper-based to a digitized system. This is an important effort to increase program efficiency and better serve OPM customers' needs. A key step in this is OPM's effort to update the RS IT roadmap to outline the critical steps necessary to achieving full digitization. But this will also be a long-term effort for OPM. One of the most critical challenges to achieving this goal is the need for sustained funding so that OPM can execute the roadmap. OPM looks forward to working with Congress to accomplish this goal.

Please know that I, and all of OPM, appreciate the support that Congress gave OPM in the most recent funding bill. Those FY 2023 funds will allow OPM to make progress on several RS challenges.

In the near-term, OPM will be piloting an Online Retirement Application, a customer-facing portal that allows retirees to submit their retirement applications online. We are also continuing to refine a process to receive electronic data from payroll centers and progressing with our efforts to implement electronic signatures and update the annuity calculator. As mentioned above, we are also updating a long-term strategic plan that outlines IT modernization steps to support digitization of the RS program.

OPM also knows that we must continue to improve our customer service and call center to provide the experience our customers deserve. Specific to the call center, we are focusing our efforts on:
- Enhancing staffing to increase capacity;
- Increasing information available online, so retirees can easily find answers to simple and common questions, along with developing a chat bot for our website to reduce the number of phone calls; and
- Increasing proactive communications from OPM to customers regarding the status of their applications.

As we work to improve the delivery of retirement services by further modernizing the process and improving customer support, I am aware that there is a backlog of retirement applications that we must reduce and resolve.

During my tenure at OPM, we have worked hard to manage the backlog and improve our processing times. We have acquired more resources to invest in staffing and process improvements. We have employed tiger teams to focus on adjudicating both simple and long-standing cases. In FY 2022, we saw our cases peak at 36,000. By focusing on process

improvement, OPM was able to process 18 percent more cases last year than in the prior year and that number is now approximately 23,500.

While we have made a dent in the backlog, we are not where we want to be yet. This backlog was not made in one night, and it will require a concerted effort to further reduce it. I am committed to continuing to improve processes and staffing to address this backlog and will continue to need the support of Congress to do so.

Federal Employee Health Benefits
The Federal Employee Health Benefits Program (FEHBP) is the largest employer-sponsored group health insurance program in the country, covering more than 8 million federal employees, retirees, their eligible family members, and other eligible persons. We understand the importance of providing strong employee benefits to retain and recruit federal employees. In the 2021 FEVS, over three-quarters of surveyed employees reported that programs such as FEHBP, the Thrift Savings Plan (TSP), and retirement annuities influenced them to stay with the federal government.

OPM, federal agencies, and health insurance carriers all play a significant role in implementing the FEHBP. We are continually working to improve the Program, including by keeping abreast of advances in medicine and health care delivery and by offering benefits that help us compete with other large employers. In the last two years, some key initiatives we have advanced include:

- Fertility Benefits: For the first time, FEHB carriers will be required to offer a base level of benefits for artificial insemination and in vitro fertilization. Carriers are encouraged to offer benefits above the base level;
- Coordination with Medicare: Carriers are encouraged to offer Employer Group Waiver Plan (EGWP) Medicare Part D (drug) benefits to enrollees who have Medicare and FEHB coverage. This will enable FEHB annuitants to take advantage of lower cost-sharing and manufacturer discounts available under the Inflation Reduction Act and the Affordable Care Act;
- Maternal Health Care: Enhanced maternity care, including recommendations from the Administration's Maternal Health Blueprint released in 2022;
- Obesity prevention and treatment: Incorporates the latest professional society recommendations on the use of obesity-reducing drugs, including for youth, and supports recommendations of the White House's National Strategy for Hunger, Nutrition, and Health; and
- Mental Health: Continued emphasis benefits for mental health and substance use disorder, especially for youth, delivered in person and by telehealth.

OPM has also developed legislative proposals that were included in the FY23 budget to expand access to the FEHBP to all employees of tribal colleges and universities, as well as expanding access to the FEDVIP dental and vision programs to tribal employees enrolled in an FEHB plan. We look forward to working with Congress to advance these proposals.

We are proud of these initiatives as we continually seek to enhance the FEHB Program and provide federal employees and annuitants with high-quality healthcare.

Implementation of the Postal System Health Benefit

The Postal Service Reform Act (PSRA), signed into law on April 6, 2022, requires OPM to establish the Postal Service Health Benefits Program (PSHBP) within the FEHBP, which will provide separate health benefits plans for the roughly 1.7 million United States Postal Service (USPS) employees, annuitants, and their eligible family members. OPM is responsible for establishing the PSHBP for the plan year beginning January 1, 2025.

OPM has diligently been working to implement this legislation. This work cuts across the whole of OPM and we are working in close collaboration with USPS, Social Security Administration, Centers for Medicare and Medicaid Services (CMS), Department of Veterans Affairs, Indian Health Services, and the DOL to ensure postal employees, postal annuitants, and their families are effectively serviced.

While OPM has made significant progress in establishing the PSHBP, the two-year timeline afforded by the PSRA presents challenges considering the complexity of the task, including the data exchange and information system requirements. But OPM is working hard to meet these challenges and is confident in its ability to deliver with the support of Congress.

By April 2023, OPM will issue regulations to implement the PSHBP, as required by the PSRA. This month, OPM will release a request for proposals to industry to develop the core information system to determine enrollee eligibility and allow for actual enrollment. We expect to award the contract in June of this year. Our next major milestone will be seeking applications from health insurance carriers currently operating in the FEHBP to offer plans in the PSHBP, which is slated to happen in August 2023.

During FY 2024, OPM will have expended the start-up funds provided in the PSRA. As OPM continues to advance the implementation of the PSHBP, we will need ongoing support from Congress through appropriations to complete implementation of the program and provide funds for ongoing operational costs that come with any program of this size. I hope to have the full support of Congress on this critical effort so OPM can deliver the health benefits program that postal workers, annuitants and their families deserve.

 IT Modernization

OPM employees leverage technology every day to deliver on the agency's mission. IT modernization, therefore, continues to be a critical focus for OPM.

In just the last two years, OPM has made significant progress in modernizing its IT systems to improve utility, efficiency, and security. This includes:

- In FY 2022, we established OPM's Enterprise Cloud Environment and deployed 28 applications in the Environment;
- To reduce the number of cloud environments, we moved OPM's Enterprise Cost Accounting System from a different cloud environment to OPM's Enterprise Cloud Environment;

- Replaced OPM's phone system with a more robust voice over internet protocol (VoIP) system;
- Received Technology Modernization Fund approval to begin implementing the Zero Trust Architecture and modernizing OPM.gov and the OPM intranet;
- Launched a candidate messaging capability in USAJOBS to allow recruiters to contact and engage talent as part of the resume mining functionality; and
- Partnered with the federal user community on USA Staffing to deploy a Hiring Manager Dashboard to allow hiring managers to engage potential applicants, and to enable greater hiring transparency in the hiring process.

We are working to release our FY 2023-26 IT Strategic Plan in the first half of 2023, which will further outline OPM's IT modernization future.

We strive to continue building on this success in the coming years as we implement our IT modernization strategy with a focus on improving customer service and the customer experience, and look forward to working with Congress to secure ongoing support for this work through the annual appropriations process.

Ongoing and Future OPM Initiatives

As OPM remains focused on its mission to be the champion for a diverse and talented federal workforce, we do so with four strategic goals in mind:

1. Strengthen the federal government as a model employer;
2. Transform OPM's organizational capacity and capability;
3. Create a human-centered customer experience; and
4. Provide innovative, data-driven solutions.

We remain focused on initiatives that work towards these goals. These include:

- Leveraging lessons from the pandemic to strengthen agencies' ability to use hybrid work arrangements as strategic workforce management tools to improve mission delivery, recruitment, and retention;
- Making continued progress on reducing the backlog at RS, while also improving processing times and customer service;
- Strengthening the competitive hiring process, including through support for effective selection practices that help agencies hire based on skills;
- Continuing to make the federal workforce a model for diversity, equity, inclusion, and accessibility;
- Expanding opportunities for interns, fellows, apprentices, and early career talent in federal service through improvements to the Pathways and Presidential Management Fellowship programs and support for agencies to promote internships, including more paid interns;
- Leveraging lessons learned from OPM's implementation of BIL, CHIPS, and IRA to continue supporting agency hiring efforts;

- Advancing OPM's efforts to provide modernized, customer-focused delivery of federal health and retirement benefits;
- Fully implementing the PSHBP; and
- Continuing OPM's IT modernization efforts, with specific focus on the transformation of OPM's core IT systems to more modern and secure systems, with the associated improvements in performance, customer experience, and efficiency.

Conclusion

In conclusion, I want to again thank Chairman Comer, Ranking Member Raskin, and all the Members of the Committee for holding this important hearing.

I am proud of what OPM has accomplished during my tenure, and I am excited about the opportunities to accomplish even more over the next year.

I look forward to working with the Members of this Committee on the critical topics discussed during this hearing and hope today's discussion showcases OPM's dedication to these efforts.